



SEPTA

Fiscal Year
2022

Operating Budget

FISCAL YEAR 2023-2027 | FINANCIAL PROJECTIONS





Southeastern Pennsylvania Transportation Authority



Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Southeastern Pennsylvania Transportation Authority, Pennsylvania,** for its Annual Budget for the fiscal year beginning July 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Southeastern Pennsylvania Transportation Authority

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General Manager/
Chief Executive Officer
Leslie S. Richards

To: Pasquale T. Deon, Sr., Chairman

From: Leslie S. Richards

Subject: Fiscal Year 2022 Operating Budget

Date: August 20, 2021

The Southeastern Pennsylvania Transportation Authority (SEPTA) Operating Budget for Fiscal Year 2022 reflects our mission to move the region forward by providing safe, reliable, and accessible mobility choices for everyone. The budget represents the first year of investments associated with *SEPTA Forward*, our new Strategic Plan and a framework to transform our organization. The plan's goals—to develop a proactive organization, provide an intuitive experience, and deliver a seamless transit network—will propel us, our communities, and our region forward. With the approved $1.52 billion budget, we will support equity and enhance the quality of life by connecting people with opportunity, catalyzing the economy, and sustaining our environment. Our investment in a strong SEPTA is an investment in a strong Greater Philadelphia region. Together, we are driving forward.

Throughout the COVID-19 pandemic, SEPTA has demonstrated that transit is an essential service, and I am incredibly proud of our SEPTA employees who have kept our region connected and moving forward. Employee and customer safety has always been SEPTA's top priority. This past year, SEPTA has invested in enhanced cleaning of vehicles and stations and technology that refreshes the air on our vehicles every 2 ½ minutes. We continue to provide masks to ensure our employees and riders can follow the federal guidelines for masking on public transportation.

Moving forward, SEPTA will continue to invest in a clean, safe, and healthy system and work environment. The budget allows the Authority to add up to 200 new cleaners who will be assigned to stations, loops, and vehicles. In addition, we continue to provide free COVID testing for our employees through our partnership with the Black Doctors Consortium and we have provided an opportunity for the entire workforce to receive the COVID 19 vaccine. To date, more than half of SEPTA employees are fully vaccinated.

SEPTA is also helping our most vulnerable populations who are seeking refuge on our system. The budget invests in our S.C.O.P.E. campaign, which stands for Safety, Cleaning, Ownership, Partnership, and Engagement. Through the campaign, SEPTA is working closely with partners to help connect people experiencing homelessness, addiction and mental health issues to shelter and social services.

Additionally, SEPTA's Operating Budget funds the everyday expenses of running the system, such as labor, energy, fuel, maintenance, cleaning, and security. This budget provides resources for ramping up service as more customers return, and advances efforts to make our operations sustainable in the long-term by finding savings and efficiencies. With this funding, SEPTA is increasing service levels on buses, subways and trolleys up to 96 percent of pre-COVID levels. And up to 80 percent on Regional Rail, as needed during Fiscal Year 2022. As always, we will continue to monitor and address service needs and adjust accordingly.

With ridership still below pre-COVID levels, the Authority continues to lose approximately $1 million a day in fare revenues. Federal COVID relief funds are providing critical, but temporary, operating assistance. We do not expect ridership to return to pre-COVID levels within the next two years, and in every scenario federal aid runs out before farebox revenues return. To address the financial impact of ridership losses, the budget reflects several initiatives SEPTA has launched as part of its first-ever Efficiency and Accountability Program. We are reviewing all our operations carefully to identify ways to operate more efficiently while also making strategic investments to enhance the employee and customer experience. To conserve financial resources while making these critical investments, SEPTA will not fill selected vacancies to reduce headcount, which is currently projected to be the lowest in 16 years.

I am pleased to share that there are no fare increases, and riders will continue to benefit from fare adjustments enacted during the pandemic, including one free transfer per trip on Transit modes, free rides for children under age 12 accompanied by a fare-paying adult, and new three-day passes. We know this has helped our riders this past year and we hope to continue to meet them where they are to help our region recover.

SEPTA has been the backbone of this region during the pandemic, providing access to essential jobs and services. As the region recovers, SEPTA looks forward to welcoming more customers back to the system. Through our "Way to Go" communications campaign, we are highlighting the communities we serve and the essential services we provide to connect people to work, school, medical appointments, shopping, sporting events, and more.

I thank everyone who has participated in our virtual hearing process, which allowed for greater opportunity for input with the ability to share comments by phone in three different languages. I assure you that your comments and concerns are of great importance to us and will have the full attention of SEPTA leadership, staff, and the SEPTA Board.

We are proud of our past at SEPTA but must adapt our organization and our services to meet the changing needs of our riders, acting with urgency to ensure a resilient, prosperous, and equitable community for everyone. The future of Southeastern Pennsylvania depends upon it and SEPTA is committed to investing in our region's strong future.

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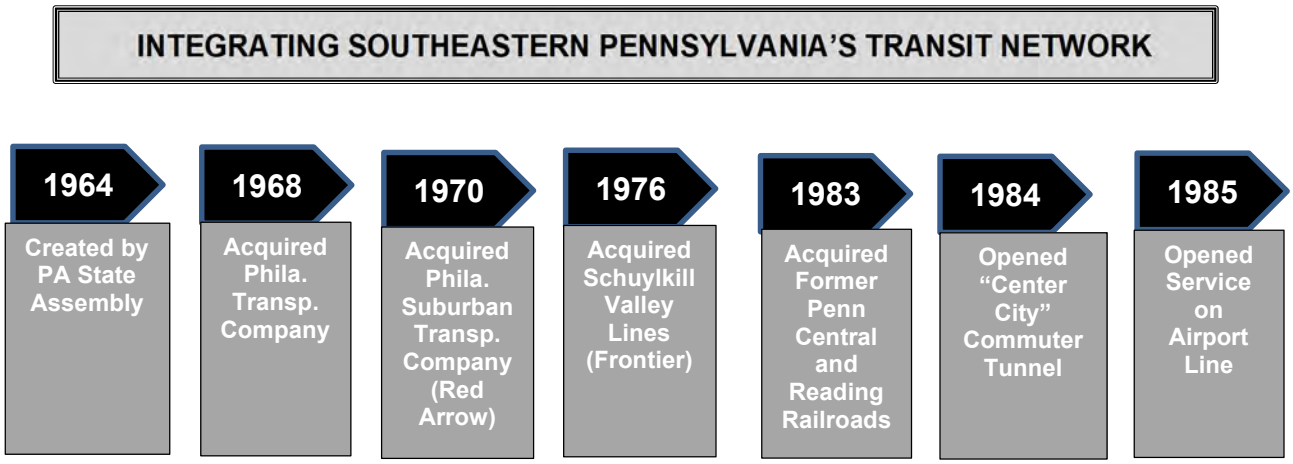
1. Introduction and Profile

SEPTA's History

Southeastern Pennsylvania grew up around its transit system. From famed city streetcars to classic railroad towns, the region has been enriched by a legacy left by generations of investment in public transportation.

In the second half of the 20th century, the world changed. The advent of the interstate highway system and an era of low energy prices, combined with policies that encouraged decentralized growth and sprawl, made public transit – and many of the communities it served – less economically competitive. The private companies that collectively owned and operated the region's transit infrastructure went bankrupt. With generations of investment at risk, SEPTA was created to inherit and manage what remained. For years, SEPTA has focused on doing exactly that: methodically piecing together and rebuilding Southeastern Pennsylvania's transit system.

Now, the world is changing again. Increasing resource scarcity, societal changes, and 21st-century policy shifts have resulted in a renewed appreciation of transit's value to the region. The system SEPTA inherited, once considered obsolete, is increasingly receiving recognition as a catalyst for economic prosperity, sustainability, and enhanced quality of life in communities across Southeastern Pennsylvania.



Today, 57 years after its creation by the Pennsylvania General Assembly, SEPTA is a proud steward of the nation's sixth largest transit system, with a vast network of fixed route services including bus, subway, light rail, trolleybus, and Regional Rail, as well as ADA Paratransit and Shared Ride programs. This network provides mobility to Bucks, Chester, Delaware, Montgomery, and Philadelphia Counties with connections into New Jersey and Delaware.

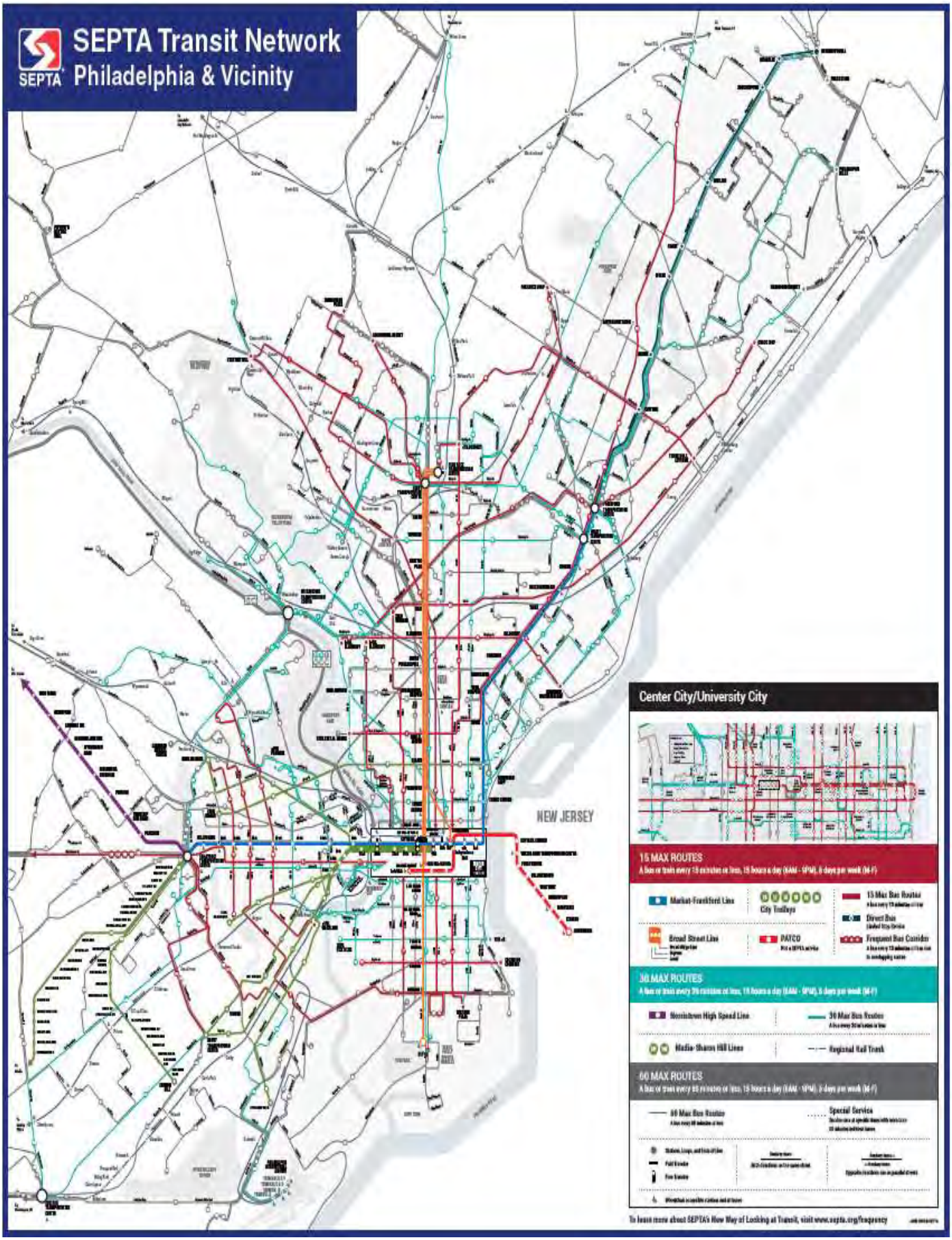
SEPTA is also one of the region's largest employers, with a workforce of approximately 9,200 employees. Together, we move the region forward. We do this by providing safe, reliable, and accessible mobility choices for everyone. We support equity and enhance quality of life by connecting people with opportunity, catalyzing the economy, and sustaining our environment – for now, and for the generations to come.

SEPTA SERVICE PROFILE AT A GLANCE				
	FIXED ROUTES	REVENUE VEHICLES	STATIONS & STOPS	ANNUAL TRIPS** *(in millions)*
BUS & TROLLEYBUS	124	1,461*	13,054	62.2
MARKET-FRANKFORD LINE	1	218	28	16.6
BROAD STREET LINE	1	125	25	11.0
REGIONAL RAIL	13	396	155	6.9
LIGHT RAIL	8	159	670	7.5
NORRISTOWN HIGH SPEED LINE	1	26	22	1.1
ADA PARATRANSIT/SHARED RIDE	N/A	460	N/A	0.5

Exact number varies as new buses are acquired and old vehicles are retired.
****Represents FY 2021 actual trips***



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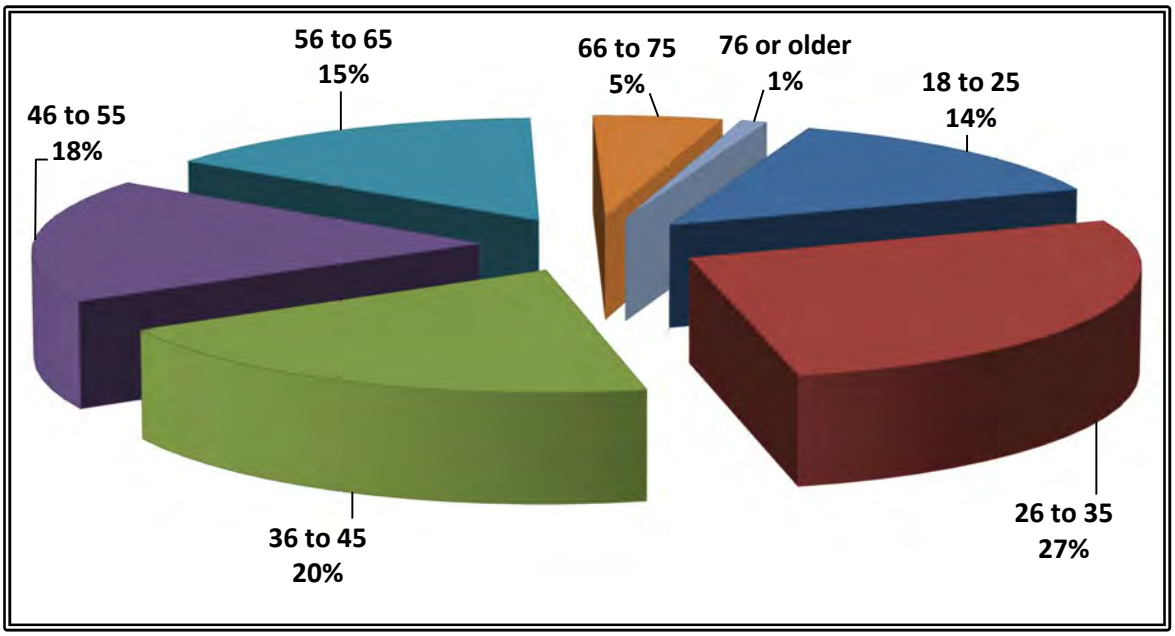


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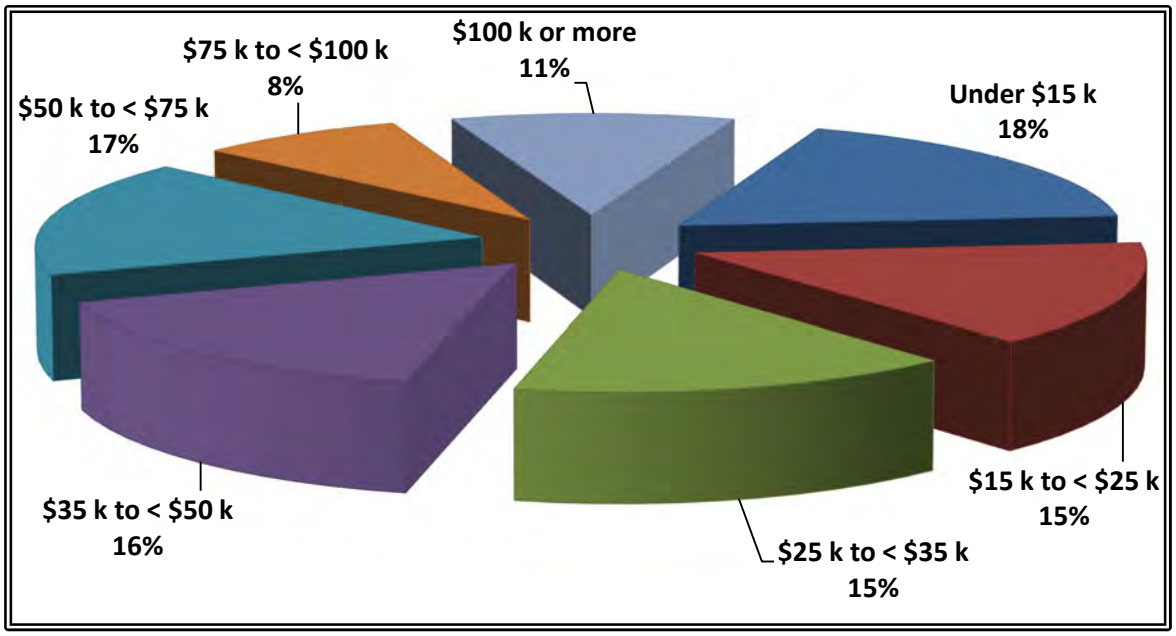
SEPTA Passengers

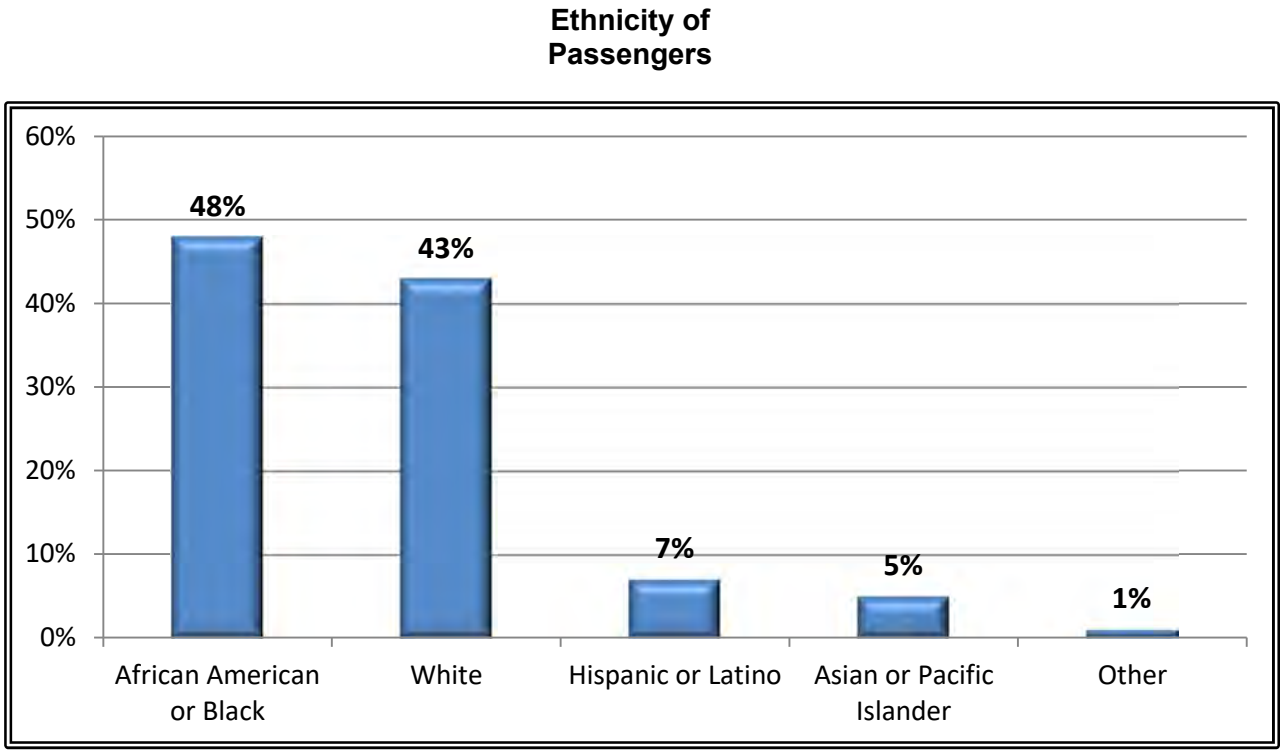
The following charts serve to illustrate the demographic distribution of SEPTA ridership. This data was recorded and compiled as part of the SEPTA 2018 Customer Satisfaction Survey. Due to COVID-19, the planned 2021 Customer Satisfaction survey has been postponed.

Age of Adult Passengers



Annual Household Income of Passengers

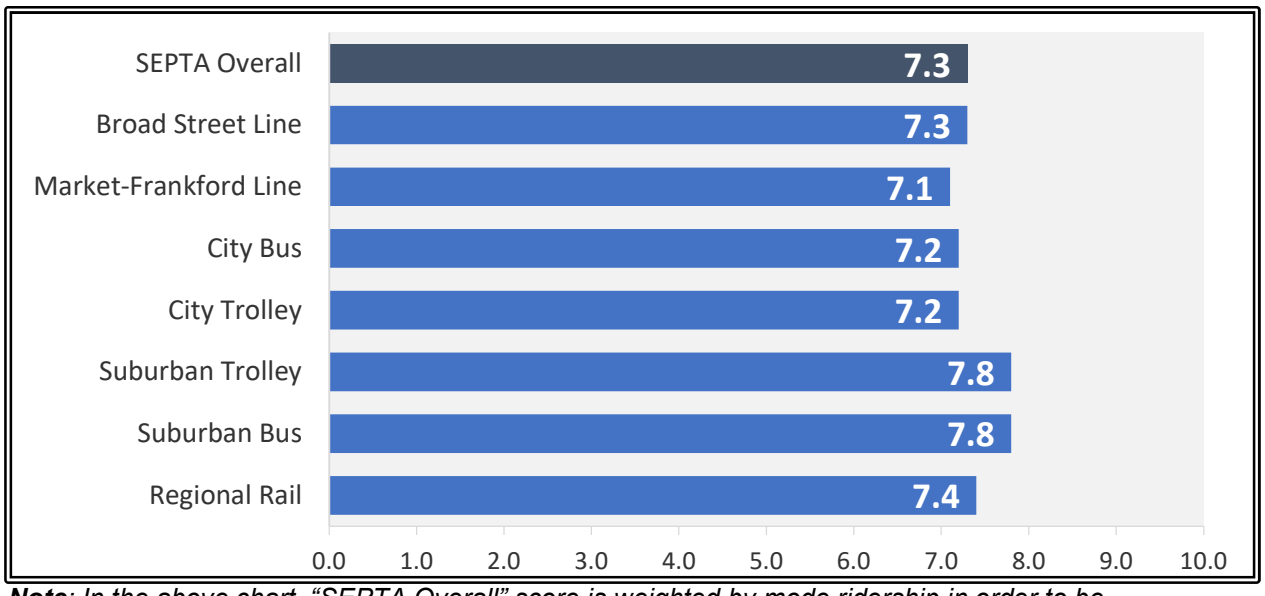




Note: *In the above chart, percentages total more than 100% as respondents were able to select multiple responses to this question to more accurately reflect an individual's racial and ethnic background.*

Customer Satisfaction Rating

SEPTA conducted a Customer Satisfaction Survey from April 24, 2018 to May 4, 2018, resulting in 1,542 rider and 400 non-rider interviews (1,942 total respondents). Respondents had the option of taking the survey online or via telephone interview. Riders provided ratings on a scale of 0 – 10 and could provide observations on up to 3 modes taken within the last seven days prior to their interview. A total of 2,840 mode observations were collected. In 2018, the average overall SEPTA Modal Performance Satisfaction rating was a 7.3.

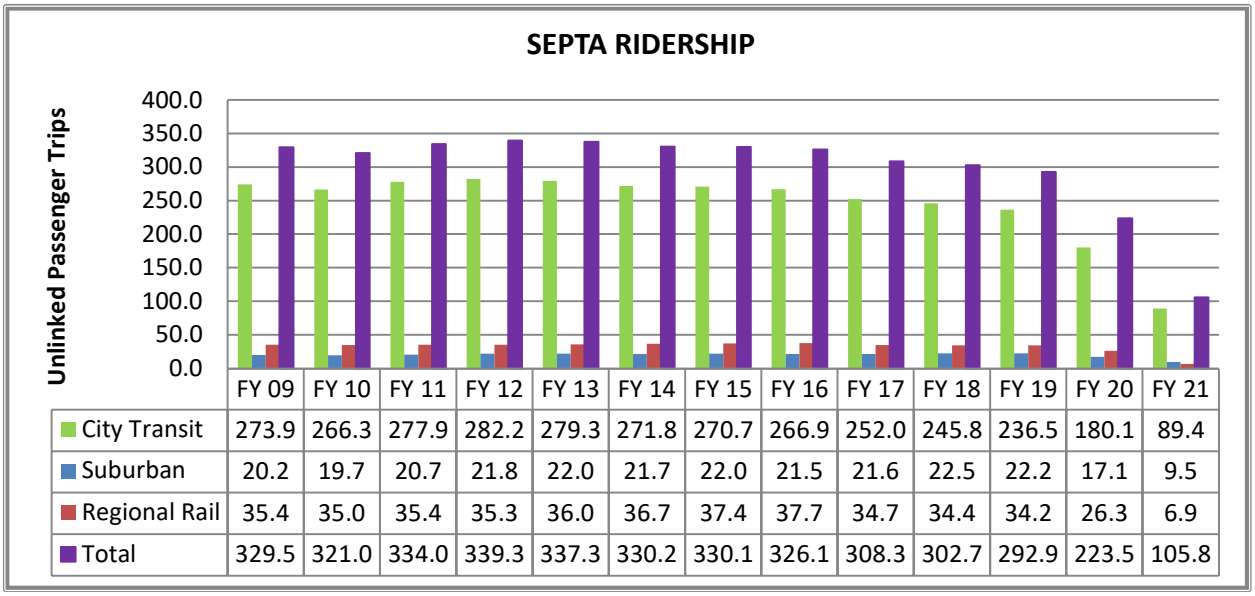


***Note**: In the above chart, "SEPTA Overall" score is weighted by mode ridership in order to be representative of overall rider population. Due to changes in methodology in how the survey was conducted, the results were deemed not comparable to previous years' results.*

Key Regional Transportation Trends

Transit Ridership

Total ridership has decreased over the past six years due to a number of factors, such as increased competition, structural changes in ridership patterns, and moderate gas prices. The Fiscal Year 2020 and Fiscal Year 2021 decrease was primarily due to the Covid-19 impact on the region that commenced in mid-March 2020.

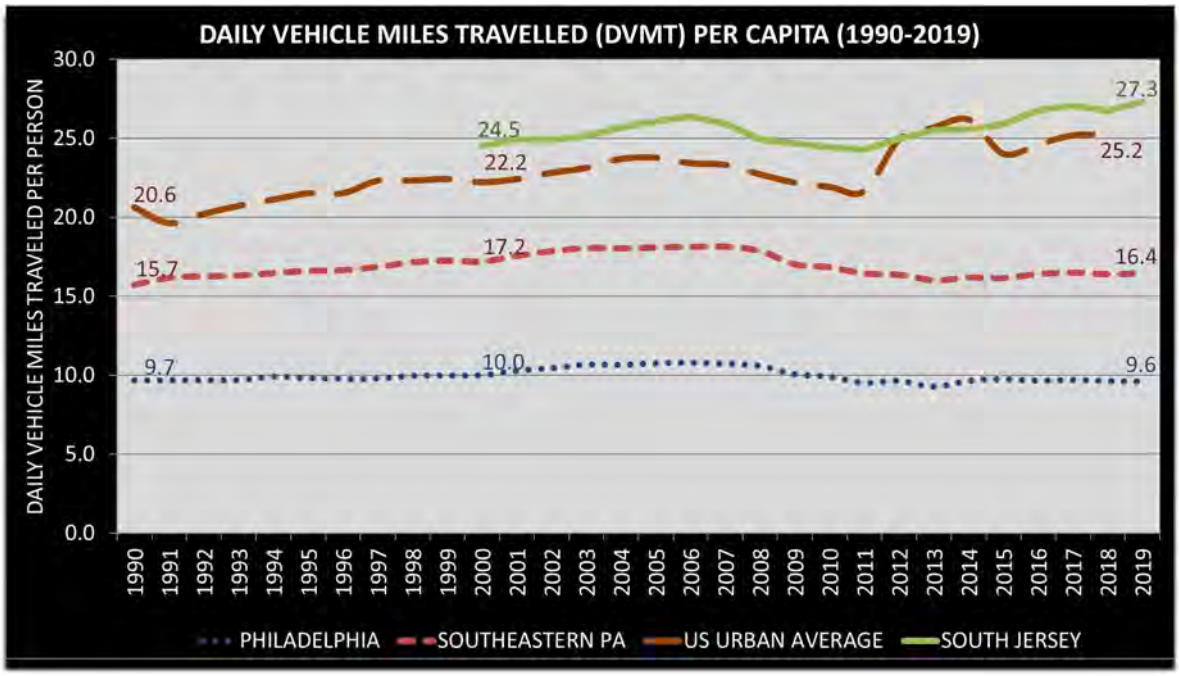


	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21
City Transit	273.9	266.3	277.9	282.2	279.3	271.8	270.7	266.9	252.0	245.8	236.5	180.1	89.4
Suburban	20.2	19.7	20.7	21.8	22.0	21.7	22.0	21.5	21.6	22.5	22.2	17.1	9.5
Regional Rail	35.4	35.0	35.4	35.3	36.0	36.7	37.4	37.7	34.7	34.4	34.2	26.3	6.9
Total	329.5	321.0	334.0	339.3	337.3	330.2	330.1	326.1	308.3	302.7	292.9	223.5	105.8

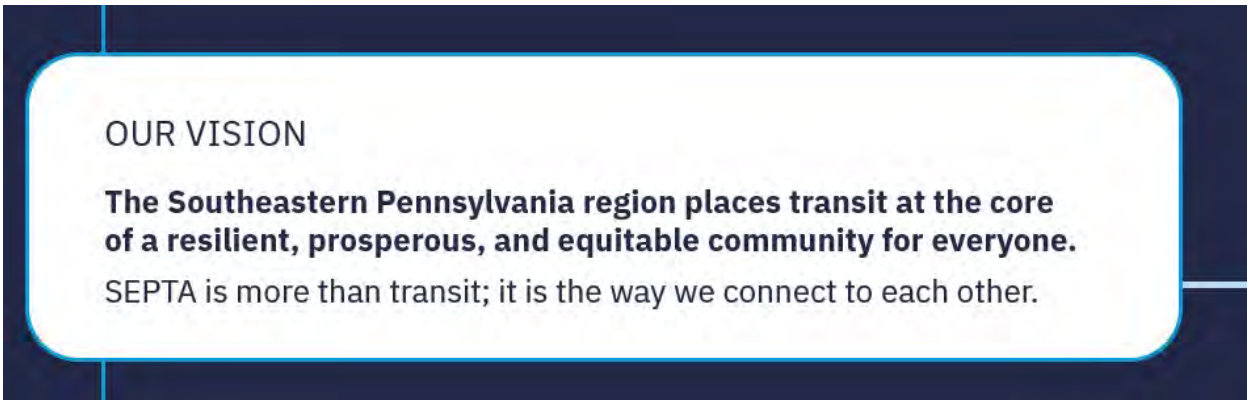
Note: *Suburban includes both Victory and Frontier Transit Divisions.*

Driving Rates

Automobile use trends underscore the extent to which transit is increasingly becoming a mode of choice for residents of Southeastern Pennsylvania. As transit ridership increases, driving rates decrease. Historically, the City of Philadelphia and Southeastern Pennsylvania driving rates have been roughly one-third and two-thirds the national urban average, respectively. In recent years, as national driving rates have rebounded with improving economic conditions, local driving rates have remained flat. The most recent miles traveled data available is 2019.



SEPTA Forward: A Vision for A Stronger Future
2021 – 2026 Strategic Plan
SEPTA Forward, our new Strategic Plan, is the framework to transform our organization based on the lessons we have learned over the past year to support our region's recovery and foster a resilient, prosperous, and equitable future. It builds on SEPTA's mission by setting a clear vision for the future. The plan's goals and strategies constitute our organizational priorities and will act as the framework for our employees to develop the detailed programs, projects, and initiatives that will propel SEPTA, our communities, and our region forward. The full plan is available at planning.septa.org/.



SEPTA Forward is organized around three goals that work together to achieve our vision:



Goal 1: Develop a Proactive Organization
We are an agile and responsive organization that makes the most effective use of our resources. We invest in our people and work to build a diverse, inclusive, and empowered workforce that takes pride in serving the people of Southeastern Pennsylvania.
Goal 2: Provide an Intuitive Experience
Our system is easy-to-use for all, regardless of familiarity, language, or ability, welcoming riders from across the world. We provide convenient services and the right information, at the right time, for a smooth and enjoyable journey.
Goal 3: Deliver a Seamless Transit Network
Our services work together, creating one unified, equitable network serving all types of trips, no matter where you are or what mode you choose. We anticipate changing needs and adapt services responsively to keep our region moving throughout the 21st century.

Tracking Our Progress
In order to track our progress on this journey, we have established a new set of organization-wide key performance indicators (KPIs) that are aligned with these goals. These KPIs will help to guide investment decisions, identify areas for improvements, and create accountability internally and externally. Teams across SEPTA track many different metrics related to their individual performance and efficiency, but these top-level KPIs will indicate whether SEPTA is moving in the right direction to achieve our goals. If we are performing well against these metrics, we will know that SEPTA is meeting our riders' needs, supporting our region's recovery and growth, and doing it efficiently.
Some KPIs are familiar to SEPTA, and many are new to us. We have selected KPIs that work together to show many different aspects of SEPTA. Crucially, they describe what we aspire to be, not just what is easy to measure. Building upon previous metrics we have published, they make it even easier for our customers, employees, and stakeholders to understand our organization and operations as a whole.

Some metrics can and will be tracked right away, and the baselines for these metrics are available in the table on the following page. We will develop the others over time, using a "maturity model" to guide our efforts. A maturity model has four stages that describe a business's evolution from an external perspective. We have assigned each KPI to a stage of the maturity model based on the nature of the KPI and the resources necessary to bring it to fruition, including the potential need for large-scale investments such as a new customer relationship management platform. The four stages in the maturity model are:

Incremental: The first stage is the starting point for innovation. Focusing on the Incremental stage allows organizations to solidify the basic components of infrastructure, personnel, and operations. Completing this stage will make it possible to focus on becoming Distinctive.

Distinctive: When an organization develops beyond the Incremental stage, it may become better able to innovate around more complex variables that involve several business units. During this stage, an organization also develops and produces more forward-thinking ideas.

Radical: A Radical organization typically creates a significant shift within its industry. As a result, it can be seen from the outside as a forward-thinking organization. Within the Radical stage, decisions should be aligned with business and staffing impacts, customer satisfaction, and sustainability (both environmental and financial). Progressing through the Radical stage will effectively support innovation.

Disruptive: The Disruptive stage begins when an organization has successfully built its infrastructure, distinctively made an industry impact, and has grown to be seen as a prominent innovative organization. Within the maturity model, a truly disruptive organization makes the best possible decisions and leads its industry in key strategic areas.

Existing: Lastly, we have a stage for existing KPIs, which do not require a stage in the maturity model: they can be tracked right away against available baselines and already appear in SEPTA public reports. These KPIs will continue to guide critical decision-making and progress.

Each KPI is assigned to a particular stage. We will progress through each stage with the KPIs assigned to it, while resourcing and building the KPIs for the next stage. Thus, we will be able to report upon additional KPIs as they become available, with new KPIs included in the Operating Budget each fiscal year. A more detailed description of each KPI is provided following the table. As this effort progresses, regular updates will be provided at planning.septa.org.

	KPI	Stage	Baseline, if Available
Goal 1:	**Develop a Proactive Organization**		
	Operating Expense Per Passenger Trip	Existing	$6.28 (FY 2020)
	Passengers Per Revenue Vehicle Hour	Existing	41.0 (CY 2019)
	Employee Lost-Time Due To Injuries Per 200,000 Work Hours	Existing	3.35 (FY 2020)
	Employee Engagement	Distinctive	
	Pounds of CO2 Per Passenger Mile Traveled	Existing	0.775 (CO2 equivalents, FY 2020)
	Economic Impact	Disruptive	
	Percent of Projects on Schedule	Incremental	
	Percent of Construction (Capital) Dollars Spent on Soft Costs	Incremental	
Goal 2:	**Provide an Intuitive Experience**		
	Customer Experience Score	Radical	
	Customer Effort Score	Radical	
	Customer Engagement Score	Distinctive	
	Customer Attitude Score	Distinctive	
	Additional Time to Make Accessible Journeys	Radical	
	Daily Trips through Stations without Accessible Options	Incremental	
	Rider Delay Minutes and Buffer Time	Distinctive	
	Contactless Trips	Incremental	
Goal 3:	**Deliver a Seamless Transit Network**		
	Unlinked Trips Per Capita	Existing	54.06 (FY 2020)
	Population Near Transit	Incremental	
	Equitable Service	Distinctive	
	Destinations Near Transit	Distinctive	
	Transit Travel Time Competitiveness	Disruptive	
	On-Time Performance and Headway Adherence	Incremental	
	Average Transfer Wait Time	Incremental	
	Average Vehicle Age by Mode	Existing	Regional Rail: 30.1 CCT: 3.3 Heavy Rail: 26.8 Bus: 8.3 Light Rail: 42.1 Trolleybus: 11.0 (CY 2019)

Goal 1: Develop a Proactive Organization

Operating Expense Per Passenger Trip

Tracking overall operating expenses indexed to passenger trips provides insights into the efficiency of our efforts to provide service.

Passengers Per Revenue Vehicle Hour

The overall usage of our service compared to the amount of service we provide broadly indicates how effectively we are meeting the changing needs of our region.

Employee Lost-Time Due to Injuries Per 200,000 Work Hours

Safety is paramount in everything that we do. As we continue to be a proactive organization, we need to continue putting safety first.

Employee Engagement

Our people are essential to the success of our region – making sure that they are engaged in the work they do helps us to be the best SEPTA possible.

Pounds of CO_2 Per Passenger Mile Traveled

While transit is inherently sustainable, tracking our own carbon footprint ensures that we are acting as good stewards of our resources.

Economic Impact

As SEPTA continues to drive the economy of Southeastern Pennsylvania, tracking the economic impact of our investments ensures that we continue to provide value.

Percent of Projects on Schedule

Delivering projects on-time is an important part of ensuring that our systems meet the changing needs of our region and keep cost in line with budget.

Percent of Construction (Capital) Dollars Spent on Soft Costs

Tracking soft costs (costs spent on administrative or professional services) as a percentage of overall project costs within the capital program ensures that spending is in line with industry standards to maximize the impact of the capital budget.

Goal 2: Provide an Intuitive Experience

Customer Experience Score

The Customer Experience Score measures how positive our customers' interactions with SEPTA are throughout their journeys, from planning their trip to arriving at their destinations. Tracking feedback from every stage of a trip can help us understand which parts of the experience are satisfying and which parts may need to be improved.

Customer Effort Score

If transit is difficult to use, our customers will turn to other options. Measuring the ease with which customers can find information and use the system can help us make their travels as smooth as possible – and ensure they choose SEPTA every time.

Customer Engagement Score

To better understand how our customers are interacting with us outside of their travels, we can track how people use our website, app, customer service centers, and other points of contact. This will help us provide the best tools to help our customers get around.

Customer Attitude Score

Listening to how customers feel about SEPTA as a brand can help us understand where we excel and where we can improve. Analyzing social media posts to and about us can let us respond to what our customers are thinking and feeling in real-time.

Additional Time To Make Accessible Journeys

If transit is not fully accessible, some riders may need to take longer trips in order to get to a destination. Measuring the impacts our infrastructure has on the way people make trips will help us prioritize projects based on the impact they have for riders. It also helps us more fully understand funding needs for vehicles and stations.

Daily Trips Through Stations Without Accessible Options

While we upgrade stations to improve access, we will continually analyze and evaluate ridership patterns to inform decisions. By measuring the number of trips that go through stations without accessible options, we can prioritize investments that can have the greatest benefit.

Rider Delay Minutes and Buffer Time
Service Delays – both at the start of a journey and the duration of their trip – can affect how willing people are to use transit. Tracking the additional time riders spend on their journey and how much extra time they allot to be sure to arrive on time can help us understand how reliable our services are. Many factors that affect this are outside of our direct control. We will coordinate closely with our partners at Amtrak and local communities across the region.

Contactless Trips
For our services to be easy-to-use and attractive to riders, paying for a trip should be seamless and require little more than a simple tap of a card or smartphone. Measuring the percentage of trips that use "contactless" payment methods can help us understand how easy this point of the journey is for riders.

Goal 3: Deliver a Seamless Transit Network

Unlinked Trips Per Capita
Aggregate measure of trips on transit compared to the total population of the region is an industry standard measure to determine what percentage of the region is using transit.

Population Near Transit
For transit to be seamlessly integrated into people's daily lives, it needs to serve where people live. We'll track the number of people that live within walking distance of frequent transit to ensure we are serving the region.

Equitable Service
Transit is an essential service that preserves access to opportunity in a growing region. We will use various sources, including census and survey data, to ensure that we are provide equitable service across the region with a particular focus on historically underserved communities. We'll work with our regional partners to develop new measures to effectively track our efforts.

Destinations Near Transit
Our services need to be where people want to go in order to be useful; tracking connection to transit for various destinations across the region will give us insights into how our service serves this function as we work to meet changing needs.

Transit Travel Time Competitiveness
Riders have an increasing number of choices to get around; a seamless transit network must provide a competitive travel time compared to vehicular travel, particularly in critical transportation corridors such as Chestnut Street or I-95.

On-Time Performance and Headway Adherence
Transit must work effectively and consistently in order to meet the needs of our region. For our riders to arrive on time, we must be on time.

Average Transfer Wait Time
Transfers connect our network together; shorter transfer wait times help riders use the entire network. The way we design and schedule services can support this.

Average Vehicle Age by Mode
As vehicles age, they require more maintenance to provide a safe and reliable trip. This can contribute to increased costs of providing service. Tracking the average age of our fleets helps us monitor and project fleet replacement needs and proactively plan for maintenance needs.

Budget Development

The first step of the budget development process begins with a meeting attended by the Operating Budget and Planning and Strategic Initiatives staff in January to discuss the key initiatives for the upcoming fiscal year. These initiatives are incorporated into each division's goals and funding is provided within the financial constraints determined by the Chief Financial Officer and the Deputy General Manager/Treasurer.

The next major step in the process occurs in February with the preparation of a draft service projection for the following fiscal year. This is a collaborative effort between the Operating Budget and Service Planning Departments and results in a detailed service projection and Authority-wide expense projection.

The Operating Budget Department also meets with personnel from each staff and operating department to review specific budget requirements and potential issues for the following fiscal year. Based on these meetings and the Strategic Planning Initiatives, the service projection may then be revised if necessary. Departmental expense levels are set accordingly and preliminary authorization letters and the budget database template are distributed to all departments in April.

Operating and staff department personnel then realign and populate the Corporate Performance Management (CPM) operating budget database template for submission. The Operating Budget Department reviews each submission and recommends corrections or revisions as necessary. The submissions are then compiled and the SEPTA Board is briefed.

Period for Public Comment

The Operating Budget Department publishes SEPTA's Operating Budget Proposal on the Authority's Website in late April, thus beginning the period for public comment, which is open until the end of May. SEPTA's Board Chairman appoints an independent hearing examiner to conduct four virtual public hearings over two days in late May. Public hearings are held to inform the public and to solicit public comment on the proposal. SEPTA staff presents testimony and responds to inquiries from the public.

Adoption

The hearing examiner evaluates the SEPTA staff proposal together with public commentary and issues a report to the Board in the beginning of June. Included in this report are recommendations the hearing examiner may choose to make as a result of his review. The SEPTA Board adopts a budget for the upcoming fiscal year at its regular June Board meeting on the fourth Thursday of the month.

Budget Amendment

Subsequent amendments to the total budget are handled in the same manner as the annual budget process. That is, budget amendments would be subject to the same three phases of the annual process: budget development, period for public comment and budget adoption.

Fiscal Year Calendar
July 1, 2021 to June 30, 2022

S	M	T	W	TH	F	S		S	M	T	W	TH	F	S	
JULY 2021							Days	JANUARY 2022							Days
				1	2	3	Cum	26	27	28	29	30	31	1	Cum
4	5	6	7	8	9	10	24	2	3	4	5	6	7	8	28
11	12	13	14	15	16	17	24	9	10	11	12	13	14	15	206
18	19	20	21	22	23	24		16	17	18	19	20	21	22	
AUGUST 2021								FEBRUARY 2022							
25	26	27	28	29	30	31		23	24	25	26	27	28	29	
1	2	3	4	5	6	7	35	30	31	1	2	3	4	5	28
8	9	10	11	12	13	14	59	6	7	8	9	10	11	12	234
15	16	17	18	19	20	21		13	14	15	16	17	18	19	
22	23	24	25	26	27	28									
SEPTEMBER 2021								MARCH 2022							
29	30	31	1	2	3	4		20	21	22	23	24	25	26	
5	6	7	8	9	10	11	28	27	28	1	2	3	4	5	35
12	13	14	15	16	17	18	87	6	7	8	9	10	11	12	269
19	20	21	22	23	24	25		13	14	15	16	17	18	19	
								20	21	22	23	24	25	26	
OCTOBER 2021								APRIL 2022							
26	27	28	29	30	1	2		27	28	29	30	31	1	2	
3	4	5	6	7	8	9	28	3	4	5	6	7	8	9	28
10	11	12	13	14	15	16	115	10	11	12	13	14	15	16	297
17	18	19	20	21	22	23		17	18	19	20	21	22	23	
NOVEMBER 2021								MAY 2022							
24	25	26	27	28	29	30		24	25	26	27	28	29	30	
31	1	2	3	4	5	6	35	1	2	3	4	5	6	7	35
7	8	9	10	11	12	13	150	8	9	10	11	12	13	14	332
14	15	16	17	18	19	20		15	16	17	18	19	20	21	
21	22	23	24	25	26	27		22	23	24	25	26	27	28	
DECEMBER 2021								JUNE 2022							
28	29	30	1	2	3	4		29	30	31	1	2	3	4	
5	6	7	8	9	10	11	28	5	6	7	8	9	10	11	33
12	13	14	15	16	17	18	178	12	13	14	15	16	17	18	365
19	20	21	22	23	24	25		19	20	21	22	23	24	25	
								26	27	28	29	30			

2. The Budget Process

Key Activities	Jan-21			Feb-21				Mar-21				Apr-21				May-21					June-21				Jul-21	Aug-21	
week or period ending date	16	23	30	6	13	20	27	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	30	31	14	21
SEPTA Management discussion of priorities and Planning and Strategic Initiatives for the upcoming year																											
Schedule Public Hearings																											
Meetings with SEPTA's operating and Staff departments																											
Develop draft service projection based on current service and proposed FY 2022 levels																											
Develop overall and department projections																											
Budget Department review of submissions																											
Adjust overall and departmental projections																											
Revise Service Projections as necessary																											
Budget adjustments are input into Corporate Performance Management (CPM) software																											
Budget Update Presentation to GM Team																											
Review First Draft of FY 2022 Operating Budget Proposal																											
Prepare and Distribute preliminary budget authorization letters to all Staff and Operating Departments																											
Public Hearing Notice to Press Relations																											
Publish FY 2022 Operating Budget Proposal on SEPTA website *www.septa.org*																											
Public Hearing Notice published in newspapers and SEPTA website																											
Prepare Public Hearing Testimony																											
Publish Public Testimony on SEPTA website																											
Period for public commentary																											
Four Public Hearings held over two days																											
Report from the Hearing Examiner to Board																											
Board Budget Committee Briefing																											
Board adopts FY 2022 Operating Budget																											
Final budget adjustments to CPM																											
Publish Final FY 2022 Operating Budget Book on SEPTA website																											

3. Fiscal Year 2022 Assumptions and Consolidated Budget

This section presents the Fiscal Year 2022 Operating Budget. In section 6, Fiscal Year 2020 and 2021 actual results are also presented for comparison.

Service

The Fiscal Year 2022 Operating Budget assumes transit service growing to 96 percent of pre-COVID levels and Regional Rail service growing to 80 percent of pre-COVID levels.

Revenue

Fiscal Year 2022 Operating Revenue of $235.1 million represents a significant increase over Fiscal Year 2021 but still remains 43 percent below the pre-COVID baseline. The budget continues to defer any fare increase for the entire fiscal year. Shared Ride Program revenue is projected to be $6.7 million, a significant increase over Fiscal Year 2021 but still 41 percent below the pre-COVID baseline. Other revenue such as advertising, parking income, and investment returns are all projected to remain well below pre-COVID baseline levels. The Authority will continue to aggressively pursue additional sources of non-farebox revenue.

Expenses

Fiscal Year 2022 Operating Expenses of $1.52 billion represent a 1 percent decrease from the Fiscal Year 2021 budget. Non-labor expenses are projected to offset a labor and fringe benefit increase, primarily due to lower ridership and costs associated with paratransit service, fuel, propulsion power, vehicle maintenance material and lower Amtrak trackage access costs.

State and Local Subsidy

Fiscal Year 2022 state and local subsidies include a grant from the Pennsylvania Public Transportation Trust Fund. Act 44 of 2007 established the trust fund and Act 89 of 2013 amended Act 44. These acts dedicate state funding for public transportation agencies across the Commonwealth of Pennsylvania. Trust fund grants are required to be matched locally at 15 percent. Total State Operating Subsidy projected to be used in Fiscal Year 2022 is $700.8 million with a Local Match of $105.1 million.

The Commonwealth and counties also provide a 20 percent match of $1.9 million on federal subsidies received to fund certain debt service payments. Funding of $28.4 million is also provided by the Commonwealth for Debt Service with a Local Match of $0.9 million provided by the five counties.

Federal Subsidy

Fiscal Year 2022 federal subsidies include $360 million in federal relief funds and approximately $8 million for Capital Debt Service.

Amounts in Thousands ('000)		FY 2022 Budget
REVENUE		
Passenger Revenue	$	264,992
Shared Ride Program		9,569
Other Income		31,559
Investment Income		580
TOTAL OPERATING REVENUE	**$**	**306,700**
EXPENSES		
Labor and Fringe Benefits	$	1,114,639
Material and Services		302,396
Injury and Damage Claims		24,207
Propulsion Power		24,827
Fuel		18,968
Vehicle and Facility Rentals		7,562
OPERATING EXPENSE	**$**	**1,492,599**
Depreciation/Contributed Capital	$	23,839
TOTAL EXPENSES	**$**	**1,516,438**
DEFICIT BEFORE SUBSIDY	**$**	**(1,209,738)**
OPERATING SUBSIDY		
Federal	$	364,329
State		734,663
Local		106,245
Other		4,501
TOTAL SUBSIDY	**$**	**1,209,738**
SURPLUS/(DEFICIT)	**$**	**-**

FINANCIAL PLANNING POLICIES

Balanced Budget

The SEPTA Board adopts a balanced budget, or short-term operating spending plan, before the start of each fiscal year in accordance with the enabling legislation of the Commonwealth of Pennsylvania. A balanced budget is one in which expected operating revenues and subsidies equal expected operating expenses. When a deviation from a balanced budget is foreseen or occurs, this is reported as an operating surplus or deficit.

Fiscal Year

The Authority's budget is prepared on a fiscal year basis, beginning July 1 and ending June 30, which is consistent with the financial statements.

Basis of Financial Reporting and Budgeting

The Authority's annual financial statements are prepared using the economic resources measurement focus and the accrual basis in conformity with Generally Accepted Accounting Principles (GAAP) as applied to government units. Revenues are recognized in the period in which they are earned and expenses are recognized in the period in which they are incurred. The Authority distinguishes operating revenues and expenses from non-operating items in the preparation of its financial statements. Operating revenues and expenses generally result from the Authority's principal operation of providing passenger transportation service. The principal operating revenues are passenger fares and the principal operating expenses are related to the delivery of passenger transportation.

The budget is prepared on a similar basis as the annual financial statements, with the following exceptions:

- The budget includes depreciation net of amortization of contributed capital, while the annual financial statements report gross depreciation. Amortization of contributed capital has been replaced in the annual financial statements by capital grant funding.
- The budget includes a resultant Surplus or Deficit, while the annual financial statement reports a Change in Net Position.
- The budget includes investment income in operating revenue, while the annual financial statements treat this item, and all other subsidies, as non-operating. Conversely, route guarantees classified as operating revenue commencing in Fiscal Year 2013 in the annual financial statements continue to be classified as an operating subsidy within the budget. Additionally, interest expense is treated as non-operating in the annual financial statements.
- The net actuarially determined other post-employment benefit (OPEB) obligation recognized under Governmental Accounting Standards Board (GASB) Statement No. 45 in 2008, which was replaced by GASB 75 and implemented by the Authority in Fiscal Year 2018, has been excluded from budgeted expenses. The expense impact of the annual unfunded pension liability change under GASB 68, implemented by the Authority in Fiscal Year 2015, is also excluded from budgeted expenses. Such costs are included in operating expenses in the annual financial statements. The OPEB is funded and budgeted on a pay-as-you-go basis, whereas pensions are funded and budgeted based on actuarially determined contributions calculated by an independent actuary.

Long-Range Planning

SEPTA continually assesses the consequences of national, state, and local demographic, economic, travel, and development trends for SEPTA's current and future operations, services, and capital projects. This assessment includes the evaluation of current and potential service levels in accordance with SEPTA's Annual Service Plan and the City Transit, Suburban Transit, and Regional Rail Service Standards and Processes. This assessment forms the backdrop for SEPTA's long-range planning and the basis for the five-year financial projections, which are included in the adopted budget for each fiscal year.

The five-year financial projection includes fare increases every three years and SEPTA anticipates the next fare increase will occur in Fiscal Year 2023. The last fare increase was implemented on July 1, 2017. This, along with prudent oversight of expenditures, will facilitate balanced budgets in future years.

Asset Security and Protection

SEPTA has established an internal control structure to ensure that assets are protected from loss, theft, or misuse and to ensure that adequate accounting data are compiled for the preparation of financial statements in conformity with Generally Accepted Accounting Principles (GAAP). The Procurement, Supply Chain and Disadvantaged Business Enterprise Division is responsible for the purchase, lease, sale, and disposal of parts, equipment, supplies, repairs, and services utilized by the Authority. This includes the coordination and enforcement of federal, state, and local funding agency regulations for all approved capital expenditures. The principal areas of responsibility include compliance and support services, contract administration, purchasing, resource control, and production control. The specific function of this group is further defined in the departmental section of this budget document.

REVENUE POLICIES

Revenue Diversification

The Authority continues to explore areas for revenue diversification and enhancement to supplement passenger revenue and subsidies. Such enhancements shall include, but not be limited to, developing new business and community partnerships, expanding the advertising program, selling naming rights of transit stations, identifying opportunities to serve new markets, and pursuing parking initiatives to increase ridership and parking revenue.

Fees and Charges

The Authority's fare structure has been implemented in accordance with legislation established by the Legislature of the Commonwealth of Pennsylvania and applicable federal legislation. Changes to SEPTA's fare structure are subject to the guidelines established by this legislation, including a public hearing process.

One-time Revenues

The Authority has adopted a policy whereby it does not rely on one-time revenues to finance ongoing operations.

Unpredictable Revenues

Prior to the COVID-19 pandemic, there were no major revenue sources that the Authority believed to be unpredictable in nature. The Authority has adopted a policy whereby it does not rely on unpredictable revenues to finance ongoing operations. Because the recovery from the pandemic and its impact on operating revenue in Fiscal Year 2022 remains uncertain at this time, the Federal relief funding will continue to help fulfill budget revenue shortfalls experienced next year.

EXPENDITURE POLICIES

Accountability

All divisions within SEPTA are expected to adhere to budgeted guidelines. Managers are held accountable for operating within their authorized budget.

The spending plan is based both on an assessment of ongoing needs to maintain existing service levels and to introduce new programs. Due to external constraints on the Authority's expense growth, expansion is limited to those programs exhibiting the highest degree of cost effectiveness and payback in future economies. Budgeting is done at the management center level and managers are provided with detailed variance reports on a monthly basis.

Numerous financial safeguards and controls are in place throughout the Authority to prevent wasteful or unnecessary spending. The Office of Innovation Department conducts assessments of various SEPTA operations and will recommend structural and process changes when deemed appropriate to ensure SEPTA operates as efficiently as possible. In addition, the Authority's Internal Audit Department and numerous outside agencies, many of whom supply SEPTA with funding, regularly audit the Authority.

The Authority has established a policy of comparing actual expenditures to budget on a monthly basis for both operating and capital expenditures. For capital expenditures, this reporting is handled by the Project Control section of the Strategic Initiatives Department. For operating expenditures, reporting is handled jointly by the Operating Budget and General Accounting Departments of the Finance Division. In addition, each operating and staff department is responsible for periodic reporting and analysis of expenditures. Actions to bring the budget into balance are implemented by the General Manager, with input from staff. Actions such as fare increases or significant service changes require Board approval.

DESCRIPTION OF EXISTING DEBT AND DEBT SERVICE POLICIES

Revenue Refunding Bonds

The Revenue Refunding Bonds are limited obligations of the Authority and the principal and interest thereon are payable solely from the revenues received by the Authority from the Pennsylvania Consolidated Statutes, including all moneys distributed to the Authority from the Public Transportation Assistance (PTA) Fund created under Article XXIII of the Pennsylvania Tax Reform Code of 1971, as amended.

On July 18, 2007, the Governor of the Commonwealth of Pennsylvania signed into law Act No. 2007 – 44 ("Act 44"), which, effective July 1, 2007, among other things, (a) repealed 74 Pa C.S. Ch. 13 (which included Section 1310); and (b) provides, in pertinent part that, notwithstanding such repeal, (i) the PTA Fund shall continue to receive the revenue the PTA Fund was entitled to receive on June 30, 2007, (ii) despite the repeal of 74 Pa. C.S. Ch. 13 and, in particular, Section 1310, transit entities that have outstanding obligations shall continue to receive money from the PTA Fund calculated and paid in the same manner as was provided on June 30, 2007, and (iii) money remaining in the PTA Fund after amounts are disbursed as described in (ii) above shall be transferred monthly to the Public Transportation Trust Fund established under 74 Pa. C.S. Ch. 1506.

The Authority, as a transit entity under Act 44, will continue to receive amounts distributed from the PTA Fund that are calculated and paid in the same manner as was prescribed prior to the repeal of Section 1310.

On November 25, 2013, the Governor of the Commonwealth of Pennsylvania signed into law Act No. 2013 – 89 ("Act 89"), which increased available Capital funding for transportation commencing in FY 2014. Act 89 has no effect on the amounts that the Authority is otherwise entitled to receive under Act 44 for repayment of its Revenue Refunding Bond obligations.

The Authority's policy is to issue debt periodically to supplement federal and state grants in support of the Authority's capital plan. There are no requirements to establish legal debt limits.

In March 2007, the Authority issued $131.7 million of Variable Rate Revenue Refunding Bonds, Series of 2007. The net proceeds from the sale of the 2007 Bonds were used to currently refund the Authority's outstanding Special Revenue Bonds, Series of 1997 and to pay the premium for a debt service reserve fund insurance policy. The net proceeds of the 1997 bonds had been used to reimburse the Authority for a portion of the costs of certain capital projects; refund certain leases entered into by the Authority for a building and related equipment; pay the costs of certain capital projects and pay the premium for a debt service reserve fund insurance policy. In December 2012, the Authority converted the $97.95 million remaining outstanding principal amount of the 2007 bonds from the Daily Rate Mode to the Indexed Mode.

In October 2010, the Authority issued $222.5 million Revenue Refunding Bonds, Series of 2010 due in varying amounts through 2028, with annual interest rates ranging from 2% to 5%. The net proceeds from the sale of the 2010 Bonds, together with other funds of the Authority, were used to (a) currently refund the outstanding principal amount of the 1999 Special Revenue Bonds, Series A and Series B, (b) fund the termination payments and accrued amounts payable in connection with the termination of certain swap agreements and, (c) fund certain costs and expenses incurred in connection with the issuance and sale of the 2010 Bonds. The net proceeds of the 1999 Bonds had been used to finance a portion of the Market-Frankford subway-elevated line vehicle acquisition program; refinance a bridge loan for payment of a portion of the vehicle acquisition program; refund $73.2 million of the 1995A Bonds; reimburse the Authority for a portion of the costs of certain capital projects and pay a portion of the premium for a debt service reserve fund insurance policy.

On October 11, 2017, the Authority issued $59.97 million of Revenue Refunding Bonds, Series 2017 (the "2017 Bonds"). The 2017 Bonds are due in varying amounts with maturity dates of March 1, 2021 through and including March 1, 2028. The 2017 Bonds were issued at a premium and have yields ranging between 1.25% and 2.3%, and bear a 5% annual interest rate. The proceeds from the sale of the 2017 Bonds in the amount of $71.88 million were used to (a) advance refund a portion of the Authority's Revenue Refunding Bonds, Series of 2010 ("Refunded 2010 Bonds") in the aggregate principal amount of $65.84 million, and (b) fund certain costs and expenses incurred by the Authority in connection with the issuance and sale of the 2017 Bonds. Concurrently with the issuance of the 2017 Bonds, a portion of the proceeds along with other available moneys of the Authority, were irrevocably deposited into an escrow account pursuant to the terms of an Escrow Agreement and invested in Government Obligations, the maturing principal of and interest on which will be sufficient to pay the interest and principal on the Refunded 2010 Bonds as such payments become due. Upon the deposit of the funds for the advance refunding of the Refunded 2010 Bonds pursuant to the terms of the Escrow Agreement, the Refunded 2010 Bonds were deemed to no longer be outstanding under the Indenture.

On December 5, 2019, the Authority issued $17.825 million of Revenue Refunding Bonds, Series of 2019 (the "2019 Bonds"). The 2019 bonds are due in varying amounts with maturity dates of March 1, 2020 through and including March 1, 2028. The 2019 Bonds were issued at a premium and have yields ranging between 1.21% and 1.67%, and bear annual interest rates ranging from 3% to 5%. The proceeds from the sale of the 2019 Bonds in the amount of $20.58 million were used to (a) refund a portion of the Authority's Revenue Refunding Bonds, Series of 2010 ("Refunded 2010 Bonds") in the aggregate principal amount of $19.84 million, and (b) fund certain costs and expenses incurred by the Authority in connection with the issuance and sale of the 2019 Bonds. Concurrently with the issuance of the 2019 Bonds, a portion of the proceeds along with other available moneys of the Authority, were irrevocably deposited into an escrow account pursuant to the terms of an Escrow Agreement and invested in Government Obligations, the maturing principal of and interest on which will be sufficient to pay the interest and principal on the Refunded 2010 Bonds as such payments become due. Upon the deposit of the funds for the current refunding of the Refunded 2010 Bonds pursuant to the terms of the Escrow Agreement, the Refunded 2010 Bonds were deemed to no longer be outstanding under the Indenture.

Capital Grant Receipts Bonds

On August 16, 2011, the Authority issued $201.6 million of Capital Grant Receipts Bonds, Series 2011 due in varying amounts through 2029 with annual interest rates ranging from 3% to 5%. The net proceeds from the sale of the 2011 Capital Grant Receipts Bonds were used to (a) finance the acquisition of 116 Silverliner V Regional Railcars, (b) finance the rehabilitation of Wayne Junction Intermodal Facility, (c) fund a deposit to the Debt Service Reserve Fund, and (d) fund certain costs and expenses in connection with the issuance and sale of the 2011 Bonds.

The Capital Grant Receipts Bonds, Series 2011 are limited obligations of the Authority and are payable solely from and secured solely by (I) all amounts received by the Authority from the "Grant Receipts", (II) amounts on deposit in certain funds and accounts established under the Indenture, including investment earnings thereon, and (III) any and all other moneys and securities furnished from time to time to the Trustee by the Authority. Grant Receipts consist of all amounts received by the Authority after the date of issuance of the 2011 Bonds from its share of FTA Section 5337 State of Good Repair Funding, and for each Federal Fiscal Year thereafter. FTA Section 5337 State of Good Repair Funding is the successor to FTA Section 5309 Fixed Guideway Modernization Formula Funding.

On October 19, 2017, the Authority issued $102.30 million of Capital Grant Receipts Refunding Bonds, Series 2017 (Federal Transit Administration Section 5337 State of Good Repair Formula Program Funds), (the "2017 CGR Bonds"). The 2017 CGR Bonds are due in varying amounts with maturity dates of June 1, 2018, and June 1, 2022 through and including June 1, 2029. The 2017 CGR Bonds were issued with a premium and have yields ranging between 1.20% and 2.51%, and bear a 5% annual interest rate. The proceeds from the sale of the 2017 CGR Bonds in the amount of $123.07 million, together with other available moneys of the Authority, were used to (a) advance refund a portion of the Authority's Capital Grant Receipts Bonds, Series 2011 (Federal Transit Administration Section 5309 Fixed Guideway Modernization Formula Funds) (the "2011 Bonds"), in the aggregate principal amount of $110.45 million, and (b) fund certain costs and expenses incurred by the Authority in connection with the issuance and sale of the 2017 CGR Bonds. Concurrently with the issuance of the 2017 CGR Bonds, a portion of the proceeds of the 2017 CGR Bonds and other moneys of the Authority were irrevocably deposited into an escrow account pursuant to an Escrow Agreement and invested in Government Obligations, the maturing principal of and interest on which will be sufficient to pay the interest and principal on the Refunded 2011 Bonds as such payments become due. Upon the deposit of the funds for the advance refunding of the Refunded 2011 Bonds pursuant to the terms of the Escrow Agreement, the Refunded 2011 Bonds were deemed to no longer be outstanding under the Indenture.

On July 29, 2020, the Authority issued $97.23 million of Capital Grant Receipts Revenue Bonds, Series 2020 (Federal Transit Administration Section 5307 Urbanized Area Formula Funds), (the "2020 CGR Bonds"). The 2020 CGR Bonds are due in varying amounts with maturity dates of June 1, 2021, through and including June 1, 2032. The 2020 CGR Bonds were issued with a premium and have yields ranging between 0.41% and 1.43%, and bear a 5% annual interest rate. The proceeds from the sale of the 2020 CGR Bonds in the amount of $120.72 million, together with other available moneys of the Authority, were used to finance the acquisition of approximately 140 diesel-electric hybrid buses and related project costs, as well as payment of the cost of issuance for the 2020 CGR Bonds.

Energy Service Company "ESCO" Lease/Purchase Agreement

The Authority entered into a Master Equipment Lease/Purchase Agreement with Banc of America Public Capital Corporation on November 24, 2015. There are two tranches of debt; tranche 1 has a principal amount of $4.2 million, and an interest rate of 2.37% and a final maturity of June 1, 2026; and tranche 2 has a principal amount of $14.0 million, an interest rate of 3.168%, and a final maturity of June 1, 2033. The installed equipment will serve to reduce the Authority's energy consumption and the resultant annual operating savings are guaranteed by the ESCO to equal or exceed the annual debt service and other annual project-related expenses throughout the term of the agreement.

The Authority entered into a Master Equipment Lease/Purchase Agreement with PNC Equipment Finance, LLC on November 30, 2016. The total amount financed is $35.9 million, due in varying amounts through March 30, 2034 with an annual nominal interest rate of 2.83%. The equipment leased/purchased included the installation of various energy conservation measures through a third party agreement which will serve to reduce the Authority's energy consumption and operating expenses. The measures undertaken included the construction of a Combined Heat and Power Plant ("CHP") that will provide electricity to the Wayne Junction substation and Midvale bus maintenance facility, the installation of interior and exterior LED lighting upgrades to certain Authority owned buildings, and various other work to conserve energy. The resultant annual operating savings are guaranteed by the ESCO to equal or exceed the annual debt service payments and other annual project related expenses throughout the term of the agreement.

The Authority entered into a Master Equipment Lease/Purchase Agreement with Banc of America Public Capital Corporation on July 30, 2019. The total amount financed is $12.8 million, due in varying amounts through February 1, 2037 with an annual interest rate of 2.969%. The equipment to be leased/purchased will include various energy conservation measures to reduce energy consumption at SEPTA's 1234 Market Street Headquarters. The resultant annual operating savings are guaranteed by the ESCO to equal or exceed the annual debt service and other annual project related expenses throughout the term of the agreement.

EB-5 Loan for Equipment and Infrastructure

On January 1, 2016, the Authority entered into an EB-5 loan agreement with Delaware Valley Regional Center, LLC, for an amount up to $300 million to partially finance various capital projects. On April 28, 2017, SEPTA borrowed $100 million under this agreement. This is an interest only loan with a rate of 2.0% and a maturity date of July 1, 2022. On November 1, 2017, the Authority borrowed an additional $90 million under this agreement. The loan bears an interest rate of 2.0% and will mature on November 1, 2022. On September 20, 2018 the Authority borrowed an additional $33 million under this agreement. The loan bears an interest rate of 2.0% and will mature on September 20, 2023. On March 11, 2019 the Authority borrowed an additional $14 million under this agreement. The loan bears an interest rate of 2.0% and will mature on March 11, 2024. On November 15, 2019 the Authority borrowed an additional $2.5 million under this agreement. The loan bears an interest rate of 2.0% and will mature on November 15, 2024. At this time, no additional EB-5 loan borrowings are anticipated under this agreement.

Revolving Line of Credit Agreement
On May 1, 2021, SEPTA entered into a $200 million Revolving Line of Credit Agreement ("Revolving Line of Credit Note") with PNC Bank, National Association, with an expiration date of April 30, 2022. The Note is unsecured and bears interest at the Daily LIBOR Rate plus a credit spread. The facility fee associated with the revolving line of credit varies depending upon the amount borrowed and outstanding during the one-year term. As of August 1, 2021, the Authority did not have an outstanding balance related to the Revolving Line of Credit.

Debt Limit
The Authority does not have a debt limit, but must demonstrate the ability to repay prior to entering into a loan agreement or issuing bonds.

Debt Service
The Authority has three series of Revenue Refunding Bonds (issued in 2007, 2017 and 2019), and three series of Capital Grant Receipts Bonds (issued in 2011, 2017, and 2020) currently outstanding. In January 2016, the Authority entered into an EB-5 loan agreement to partially finance various capital projects. In November of both 2015 and 2016, and July of 2019, the Authority entered into "ESCO" Lease/Purchase Agreements.

Debt Service Requirements
Interest on the Series of 2007, Series of 2017, and Series of 2019 Revenue Refunding Bonds is payable semi-annually on March 1 and September 1, and interest on the Series 2011, Series 2017, and Series 2020 Capital Grant Receipts Bonds is payable semi-annually on December 1 and June 1. The aggregate debt service requirements for the Revenue Refunding Bonds and Capital Grant Receipts Bonds, the ESCO Agreements, and the EB-5 Loans, are summarized in the following tables:

Bond Debt Service Requirements
(Amounts in Thousands)

Fiscal Year	Interest*	Principal	Total
2022	$13,640	$37,690	$51,330
2023	11,727	26,845	38,572
2024	10,405	28,180	38,585
2025	8,996	29,585	38,581
2026	7,517	31,060	38,577
2027	5,964	32,620	38,584
2028	4,333	32,995	37,328
2029	2,683	23,765	26,448
2030	1,495	9,485	10,980
2031	1,021	9,960	10,981
2032	523	10,455	10,978
TOTAL	**$68,304**	**$272,640**	**$340,944**

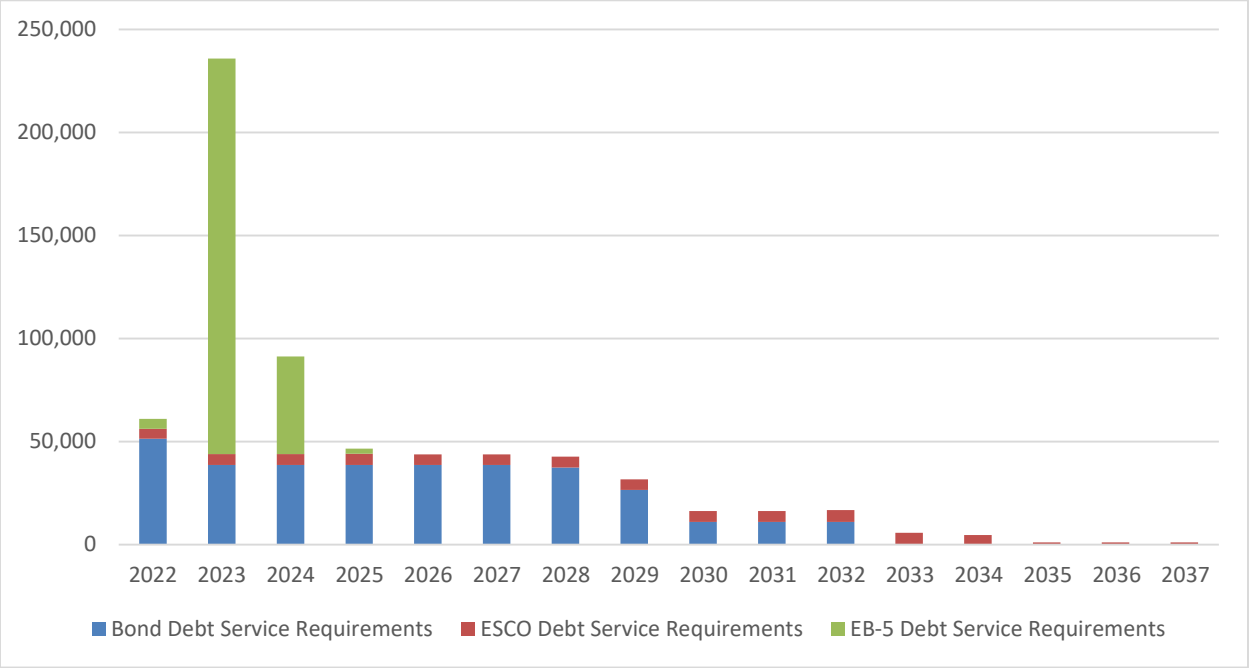
*Interest on the Series 2007 Bonds is a synthetic fixed rate of 4.706%

ESCO Debt Service Requirements (Amounts in Thousands)			
Fiscal Year	**Interest**	**Principal**	**Total**
2022	$1,680	$3,092	$4,772
2023	1,588	3,734	5,322
2024	1,479	3,768	5,247
2025	1,368	4,103	5,471
2026	1,248	3,965	5,213
2027	1,136	3,943	5,079
2028	1,022	4,236	5,258
2029	899	4,318	5,217
2030	773	4,510	5,283
2031	642	4,594	5,236
2032	509	5,291	5,800
2033	355	5,281	5,636
2034	210	4,443	4,653
2035	82	963	1,045
2036	53	1,003	1,056
2037	23	1,043	1,066
TOTAL	**$13,067**	**$58,287**	**$71,354**

EB-5 Loan Debt Service Requirements (Amounts in Thousands)			
Fiscal Year	**Interest**	**Principal**	**Total**
2022	$4,790	$0	$4,790
2023	1,907	190,000	191,907
2024	468	47,000	47,468
2025	23	2,500	2,523
TOTAL	**$7,188**	**$239,500**	**$246,688**

A graph of the Authority's outstanding debt service requirements is illustrated below:

Outstanding Debt Service Requirements



Note: The EB-5 Loan for Equipment and Infrastructure matures in Fiscal Year 2023 and the Authority plans to refinance the amount due at this time.

STATEMENT OF CHANGES IN EQUITY

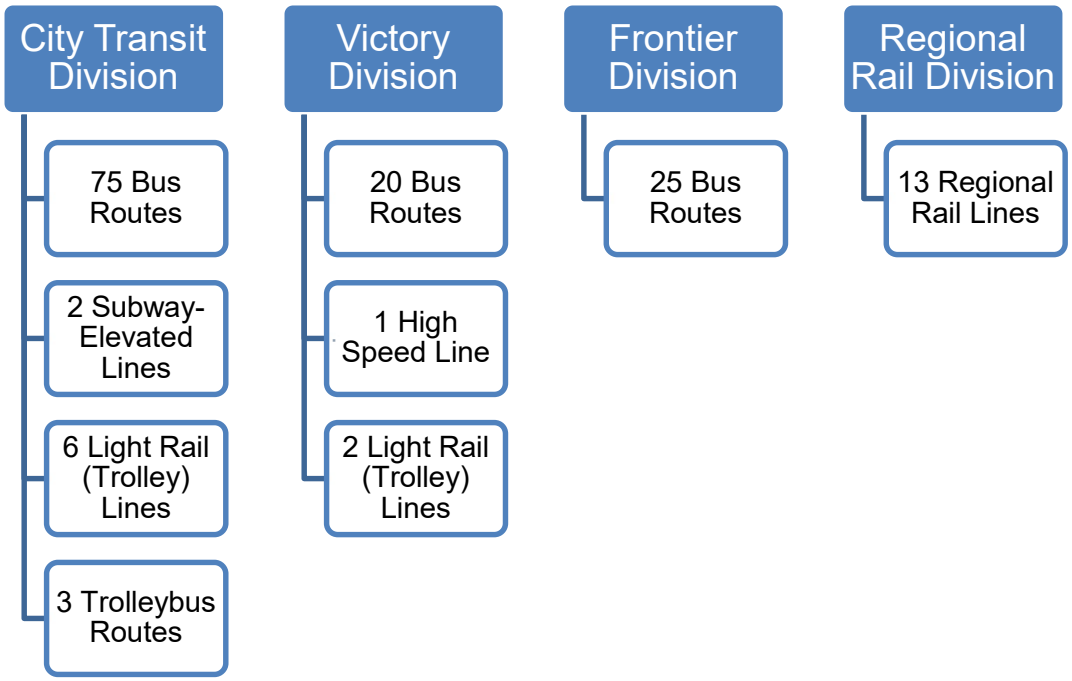
The comparative fiscal year Statement of Changes in Equity displays the Authority's change in contributed capital as well as the change in its accumulated operating deficit, including the fiscal year operating financial results on a balanced budget reporting basis. The equity amounts below exclude the post-employment benefit and unfunded pension obligations recognized under GASB 45, 75, and 68, respectively. Operating surpluses are reducing deficits accumulated in prior years.

Statement of Changes in Equity			
Amount in Thousands (000)	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget
Contributed Capital:			
Balance at Beginning of Year	$ 4,026,572	$ 4,105,072	$ 4,091,540
Capitalized Grant Property	479,112	396,607	558,290
Capitalized Grant Property - Retirements	(68,384)	(63,939)	(72,480)
Amortization	(400,612)	(410,139)	(433,655)
Amortization - Retirements	68,384	63,939	72,038
Contributed Capital Balance at End of Year	**$ 4,105,072**	**$ 4,091,540**	**$ 4,215,733**
Operating Surplus/(Deficit):			
Accumulated Operating Deficit, Beginning of Year	$ (182,054)	$ (180,858)	$ (180,377)
Operating Surplus/(Deficit)	268	808	-
Unrealized Investment Gain/(Loss)	928	(327)	-
Operating Surplus/(Deficit) After Unrealized Investment Gain/(Loss)	**$ 1,196**	**$ 481**	**$ -**
Accumulated Operating Deficit, End of Year	**$ (180,858)**	**$ (180,377)**	**$ (180,377)**
Total Equity	**$ 3,924,214**	**$ 3,911,163**	**$ 4,035,356**

*Re-stated

5. Organizational Structure

The Pennsylvania General Assembly established the Southeastern Pennsylvania Transportation Authority (SEPTA) on February 18, 1964 to provide public transit services for Bucks, Chester, Delaware, Montgomery, and Philadelphia Counties. Over the years, SEPTA acquired the assets of several private transportation operators to form four operating divisions. This distinction permits the efficient implementation of various collective bargaining agreements and the computation of local subsidies. Although the revenue and costs are logically accounted for separately, the operating and staff departments exist in a matrix structure and function as a cohesive unit beneath the following four broad operating divisions:



City Transit Division
SEPTA acquired the assets of the former Philadelphia Transportation Company in 1968, forming the current City Transit Division. The City Transit Division, which primarily serves the City of Philadelphia, operates 75 bus routes, 6 light rail (trolley) lines, 3 trolleybus lines, and 2 subway-elevated lines.

Victory Division
The Victory Division, formerly known as the Philadelphia Suburban Transportation Company, serves Chester, Delaware, and Montgomery Counties. Also known as Red Arrow until 1970, SEPTA's Victory Division is comprised of 20 bus routes, 2 light rail (trolley) lines, and 1 high speed line.

Frontier Division
The Frontier Division consists of 25 bus routes serving Bucks, Chester, and Montgomery Counties. These routes formerly came under the auspices of several private operators including Schuylkill Valley Lines, which was acquired in 1976.

Regional Rail Division
The Regional Rail Division serves the City of Philadelphia, as well as Bucks, Chester, Delaware, and Montgomery Counties, with service to Newark, Delaware, and Trenton and West Trenton, New Jersey. The infrastructure and assets of regional rail were previously operated by the Pennsylvania and Reading Railroads. These regional rail lines were operated by Conrail from 1976 through 1982 and acquired by SEPTA in 1983.

5. Organizational Structure

SEPTA BOARD

SEPTA is governed by a Board consisting of fifteen Directors. The City of Philadelphia and the Counties of Bucks, Chester, Delaware, and Montgomery each appoint two members to the Board. The Pennsylvania Senate and House collectively appoint four members and the Governor of Pennsylvania appoints one representative.

OPERATING AND STAFF DEPARTMENTS

Corporate Staff Board Staff Executive Staff Office of the General Manager Deputy General Manager/Treasurer Admin. Deputy General Manager/Operations EM&C and Vehicles	**Audit and Investigative Services** Internal Audit Office of the Inspector General
Communications Administration Creative Communication Services Customer Experience and Advocacy	**Finance** Finance Administration Capital Budget and Grant Development Financial Services General Accounting Operating Budget Payroll Revenue, Ridership, Advertising and Sales Revenue Operations
Deputy General Manager/Operations, EM&C and Vehicles DGM Direct Reports Vehicle Engineering Strategic Initiatives Real Estate	**Engineering, Maintenance and Construction** Maintenance of Way Bridges and Buildings
Human Resources Administration Career Resource Connection EEO/AA and Employee Relations Labor Relations Training and Development Employee Medical Services Compensation/HRIS Employee Business Services Employee Services	**Information Technology** Administration Emerging and Specialty Technologies Application Delivery Services Cyber Security Infrastructure Services Records Management
Office of General Counsel Administration Claims Corporate and Business Operations Video and Intake Operations Litigation Corporate Litigation Risk Management	**Operations** Administration and Analysis AGM Staff Control Center Customized Community Transportation Regional Rail Subway/Elevated Surface Transportation Vehicle Equipment Maintenance

5. Organizational Structure

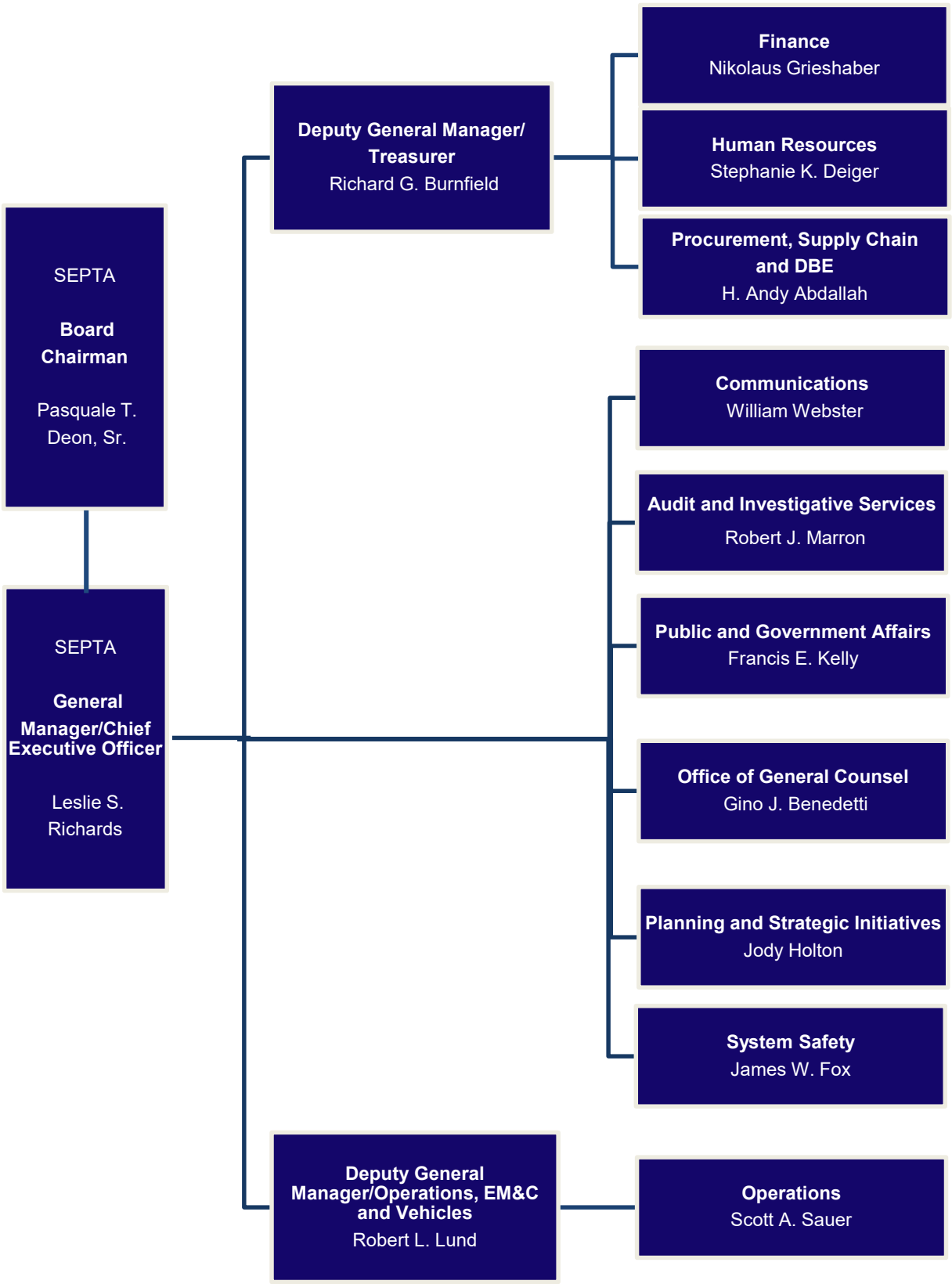
OPERATING AND STAFF DEPARTMENTS

Planning and Strategic Initiatives Administration Office of Innovation Service Planning Strategic Planning Project Development	**Procurement, Supply Chain and Disadvantaged Business Enterprise (DBE)** Administration Contract Administration Disadvantaged Business Enterprise Program Procurement and Supply Chain Management
Public and Government Affairs Administration Media Relations Marketing and Promotions Government and Community Relations	**New Payment Technologies**
System Safety System Safety Construction Safety	**Transit Police** Administration Office of Professional Responsibility Patrol Bureau Special Operations Bureau

5. Organizational Structure

Corporate Team Organization Chart

(To Assistant General Manager level)



Consolidated
6. Three Year Comparison Fiscal Years 2020-2022

Amounts in thousands ('000)	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 versus FY 2021
REVENUE				
Passenger Revenue	$ 349,307	$ 149,422	$ 264,992	$ 115,570
Shared Ride Program	12,609	5,627	9,569	3,942
Other Income	38,463	38,123	31,559	(6,564)
Investment Income	3,067	187	580	393
TOTAL OPERATING REVENUE	**$ 403,446**	**$ 193,359**	**$ 306,700**	**$ 113,341**
EXPENSES				
Labor and Fringe Benefits	$ 1,000,499	$ 1,005,858	$ 1,114,639	$ 108,781
Materials and Services	285,070	270,590	302,396	31,806
Injury and Damage Claims	36,684	21,829	24,207	2,378
Propulsion Power	25,440	24,709	24,827	118
Fuel	25,565	20,919	18,968	(1,951)
Vehicle and Facility Rentals	9,073	7,215	7,562	347
OPERATING EXPENSE	**$ 1,382,331**	**$ 1,351,120**	**$ 1,492,599**	**$ 141,479**
Depreciation/Contributed Capital	$ 21,127	$ 23,079	$ 23,839	$ 760
TOTAL EXPENSES	**$ 1,403,458**	**$ 1,374,199**	**$ 1,516,438**	**$ 142,239**
DEFICIT BEFORE SUBSIDY	**$ (1,000,012)**	**$ (1,180,840)**	**$ (1,209,738)**	**$ (28,898)**
OPERATING SUBSIDY				
Federal	$ 152,837	$ 472,001	$ 364,329	$ (107,672)
State	738,161	615,673	734,663	118,990
Local	105,107	88,755	106,245	17,490
Other	4,175	5,219	4,501	(718)
TOTAL SUBSIDY	**$ 1,000,280**	**$ 1,181,648**	**$ 1,209,738**	**$ 28,090**
SURPLUS/(DEFICIT)	**$ 268**	**$ 808**	**$ -**	**$ (808)**

Note: Operating Revenue decrease *in FY 2021 actuals and FY 2022 budget is due to the impact of COVID-19 on the region and ridership commencing in mid-March 2020. Expenses are much lower due to savings initiatives implemented that included service reductions, hiring freeze, and restrictions on overtime and other expenditures.*

City Transit Division
6. Three Year Comparison Fiscal Years 2020-2022

Amounts in thousands ('000)	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 versus FY 2021
REVENUE				
Passenger Revenue	$ 217,153	$ 107,886	$ 178,123	$ 70,237
Shared Ride Program	12,609	5,627	9,569	3,942
Other Income	23,067	23,084	19,002	(4,082)
Investment Income	1,567	98	289	191
TOTAL OPERATING REVENUE	**$ 254,396**	**$ 136,695**	**$ 206,983**	**$ 70,288**
EXPENSES				
Labor and Fringe Benefits	$ 675,360	$ 697,580	$ 764,294	$ 66,714
Materials and Services	145,865	140,119	150,015	9,896
Injury and Damage Claims	15,332	(15,470)	11,234	26,704
Propulsion Power	9,598	9,578	10,506	928
Fuel	19,645	15,925	14,372	(1,553)
Vehicle and Facility Rentals	6,387	5,187	5,594	407
OPERATING EXPENSE	**$ 872,187**	**$ 852,919**	**$ 956,015**	**$ 103,096**
Depreciation/Contributed Capital	$ 14,400	$ 14,678	$ 15,583	$ 905
TOTAL EXPENSES	**$ 886,587**	**$ 867,597**	**$ 971,598**	**$ 104,001**
DEFICIT BEFORE SUBSIDY	**$ (632,191)**	**$ (730,902)**	**$ (764,615)**	**$ (33,713)**
OPERATING SUBSIDY				
Federal	$ 69,644	$ 274,248	$ 208,228	$ (66,020)
State	490,864	398,515	484,504	85,989
Local	70,615	57,640	70,474	12,834
Other	1,248	1,025	1,409	384
TOTAL SUBSIDY	**$ 632,371**	**$ 731,428**	**$ 764,615**	**$ 33,187**
SURPLUS/(DEFICIT)	**$ 180**	**$ 526**	**$ -**	**$ (526)**

See note on page 32.

Victory Division
6. Three Year Comparison Fiscal Years 2020-2022

Amounts in thousands ('000)	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 versus FY 2021
REVENUE				
Passenger Revenue	$ 19,923	$ 10,644	$ 17,622	$ 6,978
Shared Ride Program	-	-	-	-
Other Income	2,875	2,958	2,705	(253)
Investment Income	69	6	14	8
TOTAL OPERATING REVENUE	**$ 22,867**	**$ 13,608**	**$ 20,341**	**$ 6,733**
EXPENSES				
Labor and Fringe Benefits	$ 75,571	$ 77,060	$ 84,450	$ 7,390
Materials and Services	17,747	16,959	20,802	3,843
Injury and Damage Claims	2,533	1,502	1,092	(410)
Propulsion Power	1,086	1,159	1,212	53
Fuel	3,320	2,760	2,546	(214)
Vehicle and Facility Rentals	273	264	260	(4)
OPERATING EXPENSE	**$ 100,530**	**$ 99,704**	**$ 110,362**	**$ 10,658**
Depreciation/Contributed Capital	$ 231	$ 267	$ 301	$ 34
TOTAL EXPENSES	**$ 100,761**	**$ 99,971**	**$ 110,663**	**$ 10,692**
DEFICIT BEFORE SUBSIDY	**$ (77,894)**	**$ (86,363)**	**$ (90,322)**	**$ (3,959)**
OPERATING SUBSIDY				
Federal	$ 8,929	$ 33,785	$ 24,707	$ (9,078)
State	60,001	45,815	57,058	11,243
Local	8,988	6,825	8,557	1,732
Other	-	-	-	-
TOTAL SUBSIDY	**$ 77,918**	**$ 86,425**	**$ 90,322**	**$ 3,897**
SURPLUS/(DEFICIT)	**$ 24**	**$ 62**	**$ -**	**$ (62)**

See note on page 32.

Frontier Division
6. Three Year Comparison Fiscal Years 2020-2022

Amounts in thousands ('000)	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 versus FY 2021
REVENUE				
Passenger Revenue	$ 4,986	$ 2,916	$ 4,466	$ 1,550
Shared Ride Program	-	-	-	-
Other Income	792	743	666	(77)
Investment Income	19	2	4	2
TOTAL OPERATING REVENUE	**$ 5,797**	**$ 3,661**	**$ 5,136**	**$ 1,475**
EXPENSES				
Labor and Fringe Benefits	$ 27,687	$ 28,526	$ 30,305	$ 1,779
Materials and Services	4,201	4,130	5,506	1,376
Injury and Damage Claims	462	38	339	301
Propulsion Power	-	-	-	-
Fuel	2,178	1,869	1,700	(169)
Vehicle and Facility Rentals	86	80	80	-
OPERATING EXPENSE	**$ 34,614**	**$ 34,643**	**$ 37,930**	**$ 3,287**
Depreciation/Contributed Capital	$ 53	$ 59	$ 72	$ 13
TOTAL EXPENSES	**$ 34,667**	**$ 34,702**	**$ 38,002**	**$ 3,300**
DEFICIT BEFORE SUBSIDY	**$ (28,870)**	**$ (31,041)**	**$ (32,866)**	**$ (1,825)**
OPERATING SUBSIDY				
Federal	$ 3,237	$ 11,656	$ 8,852	$ (2,804)
State	21,737	16,306	20,309	4,003
Local	3,258	2,444	3,045	601
Other	648	658	660	2
TOTAL SUBSIDY	**$ 28,880**	**$ 31,064**	**$ 32,866**	**$ 1,802**
SURPLUS/(DEFICIT)	**$ 10**	**$ 23**	**$ -**	**$ (23)**

See note on page 32.

Regional Rail Division
6. Three Year Comparison Fiscal Years 2020-2022

Amounts in thousands ('000)	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 versus FY 2021
REVENUE				
Passenger Revenue	$ 107,245	$ 27,976	$ 64,781	$ 36,805
Shared Ride Program	-	-	-	-
Other Income	11,729	11,338	9,186	(2,152)
Investment Income	1,412	81	273	192
TOTAL OPERATING REVENUE	**$ 120,386**	**$ 39,395**	**$ 74,240**	**$ 34,845**
EXPENSES				
Labor and Fringe Benefits	$ 221,881	$ 202,692	$ 235,590	$ 32,898
Materials and Services	117,257	109,382	126,073	16,691
Injury and Damage Claims	18,357	35,759	11,542	(24,217)
Propulsion Power	14,756	13,972	13,109	(863)
Fuel	422	365	350	(15)
Vehicle and Facility Rentals	2,327	1,684	1,628	$ (56)
OPERATING EXPENSE	**$ 375,000**	**$ 363,854**	**$ 388,292**	**$ 24,438**
Depreciation/Contributed Capital	$ 6,443	$ 8,075	$ 7,883	$ (192)
TOTAL EXPENSES	**$ 381,443**	**$ 371,929**	**$ 396,175**	**$ 24,246**
DEFICIT BEFORE SUBSIDY	**$ (261,057)**	**$ (332,534)**	**$ (321,935)**	**$ 10,599**
OPERATING SUBSIDY				
Federal	$ 71,027	$ 152,312	$ 122,542	$ (29,770)
State	165,559	155,037	172,792	17,755
Local	22,246	21,846	24,169	2,323
Other	2,279	3,536	2,432	(1,104)
TOTAL SUBSIDY	**$ 261,111**	**$ 332,731**	**$ 321,935**	**$ (10,796)**
SURPLUS/(DEFICIT)	**$ 54**	**$ 197**	**$ -**	**$ (197)**

See note on page 32.

Passenger Revenue As Southeastern Pennsylvania's economy emerges from COVID-related shutdowns, passenger revenue is expected to grow. In Fiscal Year 2023, SEPTA projects growth of 44 percent compared to Fiscal Year 2022, and then approximately 1 percent growth thereafter. Currently, projected growth in passenger revenue also reflects deferred fare increases taking effect in Fiscal Year 2023 and Fiscal Year 2026.

Shared Ride Program Shared Ride revenue is projected to slightly lag passenger revenue, growing 37 percent in Fiscal Year 2023 compared to Fiscal Year 2022 as riders return, and then one percent each year thereafter.

Other Income Other Income, such as investments, real estate rentals, scrap sales, property damage recoveries, advertising, and parking lot fees, is projected to track ridership recovery and grow by 39 percent in Fiscal Year 2023 compared to Fiscal Year 2022, and 1.5 percent thereafter.

Expenses Expenses are expected to grow as ridership recovery compels growth in service levels. Expenses are project to grow at a rate of 2.9 percent for Fiscal Year 2023 compared with Fiscal Year 2022, and then between 2.2 and 2.4 percent each year thereafter reflecting modest growth in contractual labor, fringe benefits, and third-party supplier price increases.

Subsidy Subsidies from federal, state, and local sources fill the gap between revenues and expenses. The five-year financial projection reflects an expectation that federal relief funds will be utilized in Fiscal Year 2022 through Fiscal Year 2024, at which time the funds are projected to be exhausted. In Fiscal Years 2025 and 2026, the Authority will be significantly dependent on state and local subsidies to balance the budget.

7. Financial Projections of Consolidated Budget

Amounts in thousands ('000)	Budget FY 2022	Projection FY 2023 fare increase	FY 2024	FY 2025	FY 2026 fare increase	FY 2027
REVENUE						
Passenger Revenue	$ 264,992	$ 380,868	$ 384,677	$ 388,524	$ 411,834	$ 415,953
Shared Ride Program	9,569	$ 13,110	13,241	13,373	13,507	13,642
Other Income	32,139	44,673	45,343	46,023	46,714	47,415
TOTAL OPERATING REVENUE	$ 306,700	$ 438,651	$ 443,261	$ 447,920	$ 472,055	$ 477,010
EXPENSES						
Labor and Fringe Benefits	1,111,667	1,137,569	1,163,733	1,190,499	1,217,880	1,245,891
Materials and Services	305,368	321,125	330,116	339,360	346,147	353,070
Injury and Damage Claims	24,207	24,690	25,183	25,687	26,201	26,725
Propulsion Power	24,827	26,317	26,843	27,380	27,927	28,486
Fuel	18,968	20,106	20,810	21,538	22,292	23,072
Other Expenses (Incl. Depreciation	31,401	32,029	32,830	33,650	34,492	35,355
TOTAL EXPENSES	1,516,438	1,561,836	1,599,515	1,638,114	1,674,939	1,712,599
DEFICIT BEFORE SUBSIDIES	$ (1,209,738)	$ (1,123,185)	$ (1,156,254)	$ (1,190,194)	$ (1,202,884)	$ (1,235,589)
OPERATING SUBSIDY						
Federal	$ 364,329	$ 367,389	$ 216,388	$ 96,481	$ 97,313	$ 98,766
State	734,663	655,112	815,125	950,184	959,958	987,145
Local	106,245	96,138	120,150	138,892	140,929	144,947
Other	4,501	4,546	4,591	4,637	4,684	4,731
TOTAL SUBSIDY	$ 1,209,738	$ 1,123,185	$ 1,156,254	$ 1,190,194	$ 1,202,884	$ 1,235,589
SURPLUS/(DEFICIT)	$ -	$ -	$ -	$ -	$ -	$ -

8. Annual Service Plan Overview

In the past, SEPTA prepared an Annual Service Plan that describes service proposals suggested by the public, government agencies, elected officials and Authority staff, and present the technical and financial analyses that determine whether the proposals merit implementation. Because of the COVID-19 emergency and the start of the “Bus Revolution” comprehensive bus network redesign, the Annual Service Plan will again be deferred, as was the case in FY 2021. As “Bus Revolution” moves forward, it is anticipated that the data will also be available in a more interactive format.

8. Revenue Assumptions By Category

SEPTA receives revenue from several different sources. These can generally be categorized as revenues derived from operations and those obtained from government grants. Government operating assistance grants are classified as Operating Subsidy and discussed in the Operating Subsidy Section of this document. Operating Revenue is comprised of four major elements: passenger revenue, shared ride program, other income, and investment income.

Passenger Revenue

Fiscal Year 2022 Passenger Revenues are budgeted at $265.0 million, significantly above Fiscal Year 2021 but 45 percent below the pre-COVID baseline. Fare increases will continue to be deferred for the entire fiscal year.

Shared Ride Program

Fiscal Year 2022 Shared Ride Program revenue is budgeted at $9.6 million, significantly above Fiscal Year 2021 but 41 percent below the pre-COVID baseline. This budget assumes a total of 358,000 Shared Ride trips during Fiscal Year 2022. The program is funded through the State Lottery, funds from the Philadelphia Corporation for the Aging, and Shared Ride fares.

Other Income

Fiscal Year 2022 Other Income, including real estate rental income, parking lot fees, and advertising income, is budgeted at $31.6 million, significantly above Fiscal Year 2021 but 25 percent below the pre-COVID baseline.

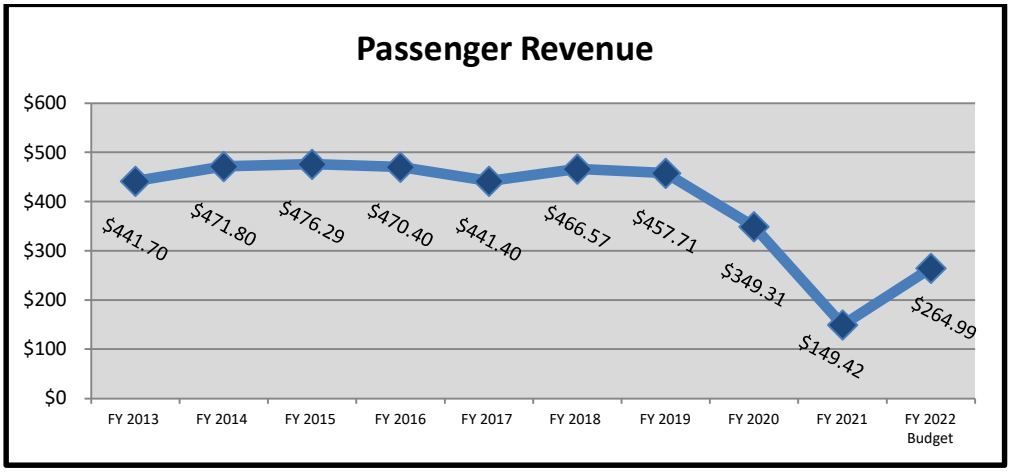
Investment Income

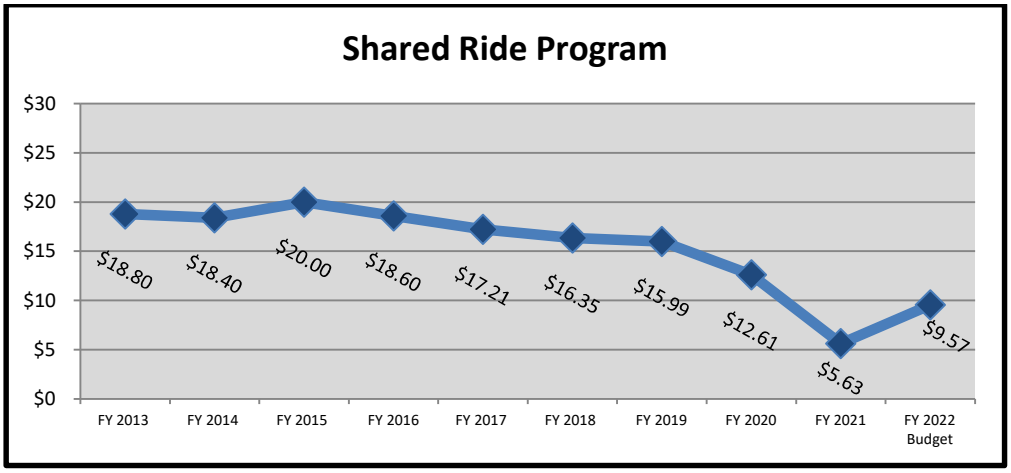
Fiscal Year 2022 Investment Income is budgeted at $580 thousand, significantly above Fiscal Year 2021 but 80 percent below the pre-COVID baseline.

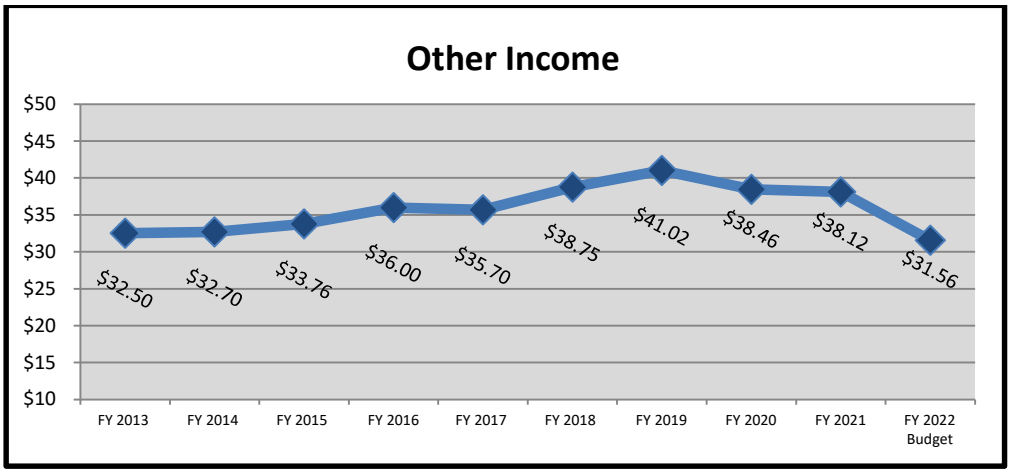
8. Ten Year Revenue Trends

The Authority analyzes a number of factors that affect the Operating Revenue budget. This includes an examination of national, state, and local demographic, economic, travel, and development trends. In addition, SEPTA evaluates current and projected service levels and other factors affecting ridership and revenue levels. Finally, the Authority considers historical trends in major revenue categories, as illustrated in the following charts:

Amounts in Millions

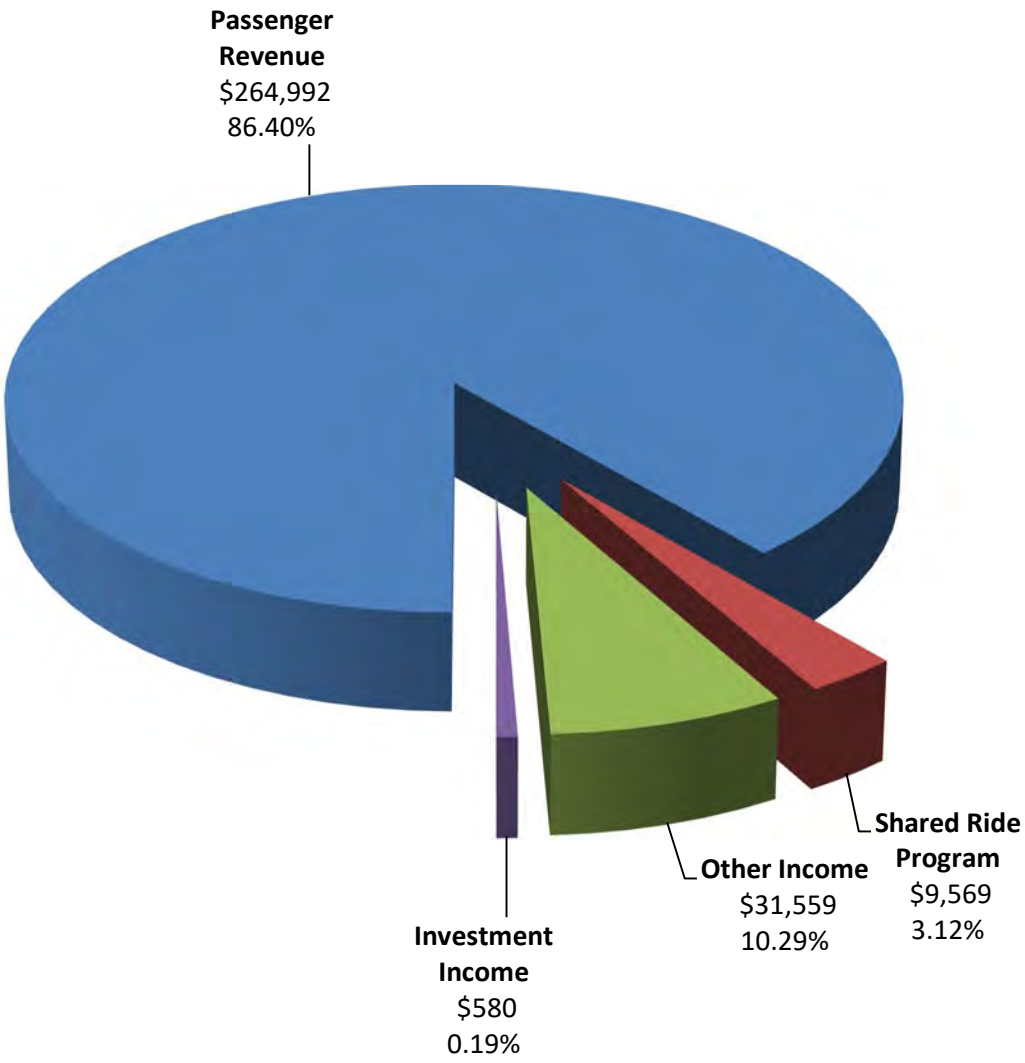






Note: *FY 2020 and FY 2021 results are being negatively impacted by the COVID-19 pandemic. FY 2021 represents a pre-COVID baseline budget, and the FY 2022 budget reflects the continued impact COVID-19 is having on the region.*

TOTAL OPERATING REVENUE = $306,700



9. Subsidy Allocation and Detail

Introduction

Total subsidies in the Fiscal Year 2022 Operating Budget represent $1.209.7 million and include the following categories: Federal, State, Local, and Other.

Assumptions

Federal

In response to the COVID-19 pandemic, three Federal relief bills were passed: The Coronavirus Aid, Relief, and Economic Security (CARES) Act in March 2020; the Coronavirus Response and Relief Supplemental Act (CRRSA) in January 2021; and the American Relief Plan Act (ARPA) in March 2021. In Fiscal Year 2022, Federal Subsidy is expected to cover 24.3 percent of SEPTA's operating expenses, a significant increase over prior fiscal years. The sources of this subsidy is $341 million from the aforementioned relief acts, Federal Capital Lease Subsidy of $15 million, Federal Capital Debt Service Subsidy of $7.7 million and $400 thousand from Highway Pass Through Funds

State

On July 18, 2007, Act 44 of 2007 was signed into law, providing a dedicated funding solution for public transportation agencies throughout the Commonwealth of Pennsylvania. This legislation created the Pennsylvania Public Transportation Trust Fund (PTTF), which provides SEPTA and public transportation providers throughout the Commonwealth with dedicated annual funding for operating expenses. The PTTF is funded by 4.4 percent of state sales tax receipts and proceeds from bonds issued by the Pennsylvania Turnpike Commission.

In November of 2013, the State Legislature passed Act 89, which amended Act 44 and significantly increased funding for SEPTA's Capital Program, allowing SEPTA to address its backlog of unfunded capital projects.

SEPTA and other Pennsylvania transit agencies are allocated state funds as determined by the following formula:

State Allocation Formula

Allocation Category	Allocation Percent
Number of Passengers	**25%**
Number of Senior Citizen Passengers	**10%**
Revenue Vehicle Hours	**35%**
Revenue Vehicle Miles	**30%**
Total	**100%**

Operating assistance is provided through Section 1513 of the PTTF. In addition, the Commonwealth of Pennsylvania provides state funds for capital lease costs and debt service. SEPTA's debt service expenses and some lease costs are funded through the Capital Program. The remaining leases are funded through Federal Capital Lease Subsidy and Federal Capital Debt Service Subsidy.

Local

The local operating subsidy amount is budgeted at the level of 15 percent of the operating assistance portion (Section 1513) of the Trust Fund grant. This is a requirement for SEPTA to receive its full allocation from this state grant. The local subsidy requirement for each of SEPTA's funded divisions (City Transit, Victory, Frontier, and Regional Rail) is determined by the relative deficits before subsidy in each division as adjusted for Route Guarantees and Lease and Debt Service payments.

Within each funded division, the percentage of the local subsidy required from each county is shown in the table below:

Local Operating Subsidy by County

	City Transit	Victory	Frontier	Regional Rail
Bucks	0.27%	0.00%	37.00%	5.90%
Chester	0.00%	2.00%	17.00%	4.30%
Delaware	0.00%	86.00%	0.00%	8.80%
Montgomery	0.25%	12.00%	46.00%	11.00%
Philadelphia	99.48%	0.00%	0.00%	70.00%
Total	**100.00%**	**100.00%**	**100.00%**	**100.00%**

9. Subsidy Allocation and Detail

The operating budget also makes an allowance within the standard formula, shown on the previous page, to properly accommodate the four-county utilization of SEPTA's Suburban Paratransit Service operated from the Victory Division. A usage-based allocation formula has been established within the Victory Division for suburban county ADA service. Each suburban county is billed based on the actual ADA Paratransit service used. The prospective utilization for Fiscal Year 2022 is as follows:

Suburban Paratransit Usage by County	
Bucks	16%
Chester	9%
Delaware	45%
Montgomery	30%
Total	**100%**

The City of Philadelphia also provides local match for the ADA Paratransit services as part of the City Transit Division match formula.

Route Guarantee

Route Guarantee Subsidies are payments made under separate agreements between SEPTA and various local entities to fully fund the deficits generated by service extensions implemented by specific request. The Fiscal Year 2022 Route Guarantee Subsidy in the City Transit Division includes a University City partnership between Children's Hospital of Philadelphia (CHOP), Penn Medicine, Hospital of the University of Penn (HUP), University City District (UCD) and their affiliates, which continues the "LUCY" (Loop through University City) circulator.

In the Frontier Division, the Bucks County Transit Improvement Project (TIP) was implemented in Fiscal Year 2001. It represented the restructuring of six routes with funding provided through a separate agreement with the county. Routes 127, 128, 129, and 130 are guaranteed under this agreement.

An agreement with the Delaware Transit Corporation provides for Regional Rail service to Wilmington and Newark, Delaware as an extension of the Wilmington/Newark Line.

9. Service Stabilization Fund

Prior to passage of Act 44 in July 2007, the Transportation Funding and Reform Commission identified future operating and capital funding needs for highways and transit. Act 44 represented a major milestone for transit funding in the Commonwealth of Pennsylvania. The intent of this legislation was to create a long-term funding source which was stable, predictable, and with growth potential.

Until Act 44 passed, the majority of state operating subsidies were subject to the annual budget appropriations process. During the decade prior to Act 44, growth in operating subsidies was very limited. SEPTA, along with all public transit agencies in the Commonwealth, experienced very difficult challenges in balancing their operating budgets. In a number of years, SEPTA proposed significant fare increases and severe service reductions as initial measures to balance the Authority's budget. These drastic measures were frequently diffused by eleventh hour, one-time actions.

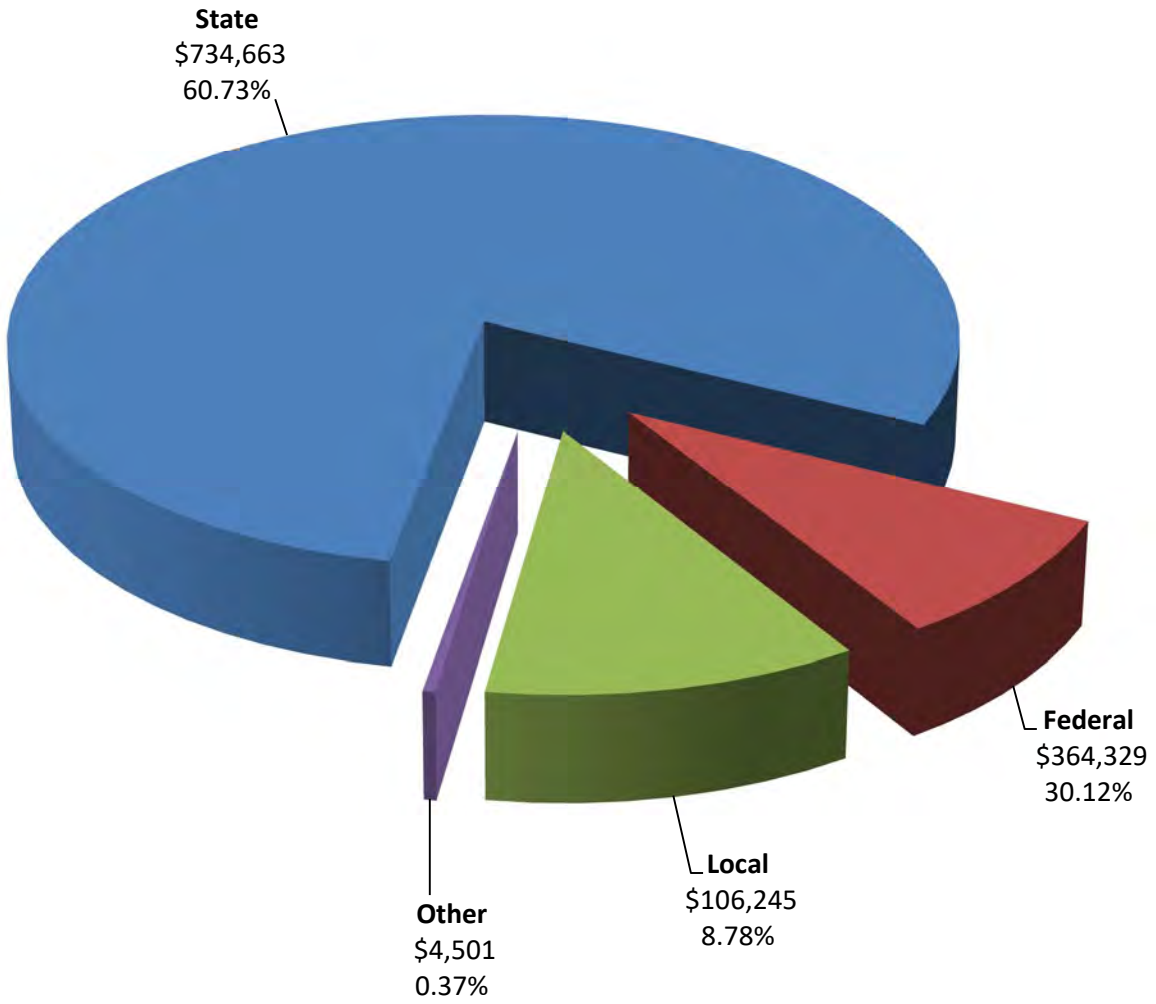
The Act 44 and Act 89 funding programs are intended to provide a long-term funding solution. It is critically important for SEPTA to be prudent with the use of these subsidy funds to ensure that this objective is achieved. The Service Stabilization Fund is necessary to: 1) ensure long-term fiscal stability for SEPTA's operating budget; 2) prevent a future budget crisis; and 3) maintain service levels. Based on future projected growth in state funding and the projected growth in SEPTA's operating expenses and revenues, there will be fiscal years in which the growth in expenses will exceed the growth in state funding. In those years, the Service Stabilization Fund will be used to balance the operating budget avoiding substantial fare increases and/or service cuts.

9. Detail of Subsidies

	Amounts in thousands ('000)				
	City Transit	Victory	Frontier	Regional Rail	Total SEPTA
Federal					
Relief Funding (CARES/CRRSA/ARPA)	$ 203,836	$ 24,707	$ 8,852	$ 67,621	$ 305,016
Relief Funding re:Amtrak Leases	-	-	-	36,234	36,234
Capital Lease Subsidy	-	-	-	15,000	15,000
Debt Service / Highway Pass Through Subsidy	4,392	-	-	3,687	8,079
Subtotal Federal	**$ 208,228**	**$ 24,707**	**$ 8,852**	**$ 122,542**	**$ 364,329**
State					
Operating Subsidy - (Section 1513)	$ 465,689	$ 57,035	$ 20,309	$ 157,741	$ 700,774
Debt Service Subsidy - (Section 1514)	17,849	23	-	10,530	28,402
Match - Capital Lease Subsidy- (Section 1514)				3,629	3,629
Match - Capital Debt Service Subsidy- (Section 1514)	966	-	-	892	1,858
Subtotal State	**$ 484,504**	**$ 57,058**	**$ 20,309**	**$ 172,792**	**$ 734,663**
Local (Please see subsequent pages for Detail by County)	**$ 70,474**	**$ 8,557**	**$ 3,045**	**$ 24,169**	**$ 106,245**
Other - Route Guarantees	**$ 1,409**	**$ -**	**$ 660**	**$ 2,432**	**$ 4,501**
TOTAL SUBSIDY	**$ 764,615**	**$ 90,322**	**$ 32,866**	**$ 321,935**	**$ 1,209,738**

TOTAL SUBSIDIES = $1,209,738

In Thousands

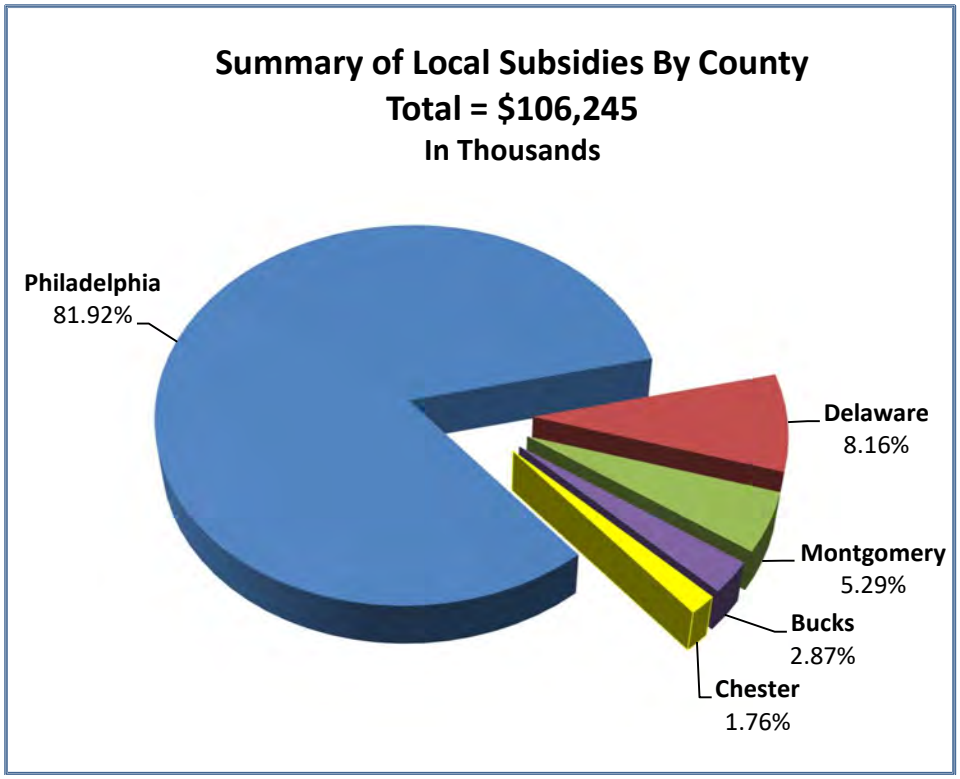


9. Detail of Local Subsidies and Other by County

Amounts in thousands ('000)	City Transit	Victory	Frontier	Regional Rail	Total SEPTA
Base PA Trust Fund Local Match					
Bucks	$ 188	$ -	$ 1,126	$ 1,396	$ 2,710
Chester	-	132	518	1,018	1,668
Delaware	-	5,664	-	2,083	7,747
Montgomery	174	790	1,401	2,602	4,967
Philadelphia	69,492	-	-	16,562	86,054
Subtotal	**$ 69,854**	**$ 6,586**	**$ 3,045**	**$ 23,661**	**$ 103,146**
Suburban Paratransit Local Match					
Bucks	$ -	$ 305	$ -	$ -	$ 305
Chester	-	185	-	-	185
Delaware	-	880	-	-	880
Montgomery	-	600	-	-	600
Philadelphia	-	-	-	-	-
Subtotal	**$ -**	**$ 1,970**	**$ -**	**$ -**	**$ 1,970**
Total Trust Fund Local Subsidy					
Bucks	$ 188	$ 305	$ 1,126	$ 1,396	$ 3,015
Chester	-	317	518	1,018	1,853
Delaware	-	6,544	-	2,083	8,627
Montgomery	174	1,390	1,401	2,602	5,567
Philadelphia	69,492	-	-	16,562	86,054
Total Trust Fund Local Subsidy	**$ 69,854**	**$ 8,556**	**$ 3,045**	**$ 23,661**	**$ 105,116**
Local Debt Service Subsidy					
Bucks	$ 2	$ -	$ -	$ 23	$ 25
Chester	-	-	-	17	17
Delaware	-	1	-	34	35
Montgomery	2	-	-	42	44
Philadelphia	616	-	-	271	887
Subtotal	**$ 620**	**$ 1**	**$ -**	**$ 387**	**$ 1,008**
Local Lease Cost Subsidy					
Bucks	$ -	$ -	$ -	$ 7	$ 7
Chester	-	-	-	5	5
Delaware	-	-	-	11	11
Montgomery	-	-	-	13	13
Philadelphia	-	-	-	85	85
Subtotal	**$ -**	**$ -**	**$ -**	**$ 121**	**$ 121**
Total Debt Service Subsidy	**$ 620**	**$ 1**	**$ -**	**$ 508**	**$ 1,129**
Total Local Subsidy Required	**$ 70,474**	**$ 8,557**	**$ 3,045**	**$ 24,169**	**$ 106,245**
Total Other Route Guarantees	**$ 1,409**	**$ -**	**$ 660**	**$ 2,432**	**$ 4,501**

9. Summary of Local Subsidies by County

Amounts in thousands ('000)	City Transit	Victory	Frontier	Regional Rail	Total SEPTA
Total Local Subsidy					
Bucks	$ 190	$ 305	$ 1,126	$ 1,426	$ 3,047
Chester	-	317	518	1,040	1,875
Delaware	-	6,545	-	2,128	8,673
Montgomery	176	1,390	1,401	2,657	5,624
Philadelphia	70,108	-	-	16,918	87,026
Total Local Subsidy	**$ 70,474**	**$ 8,557**	**$ 3,045**	**$ 24,169**	**$ 106,245**



The total local subsidy required for the Fiscal Year 2022 Operating Budget is comprised of the following:

Total Trust Fund Local Subsidy (15% Match of Section 1513)	$ 105,116
Debt Service Subsidy Local Match	1,129
Total Local Subsidy Required	**$ 106,245**

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LABOR AND FRINGE BENEFITS

The Fiscal Year 2022 labor and fringe benefit growth reflects pattern labor wage increases and benefit expenses as a result of negotiated labor agreements. The budgeted headcount reflects a decrease of select vacant positions and provides for additional vehicle and facility cleaners as SEPTA attracts riders back to the transit system.

SEPTA's net labor cost includes a credit for labor expense from the operating to the capital budget for costs associated with capital projects.

MATERIAL AND SERVICES

Material and Services includes replacement parts for fleet and infrastructure inventory as well as various services including utilities, contract repairs, snow removal, Amtrak trackage rights, and paratransit contract services.

The Fiscal Year 2022 budget reflects lower Amtrak trackage access costs due to federal relief funding provided directly to Amtrak and a reduction in paratransit contract services associated with the lower ridership during the COVID-19 pandemic.

Despite temporary reductions associated with the federal relief funding, SEPTA has experienced several years of significant increases in expenses for Amtrak trackage access and costs with the implementation of PRIIA (Passenger Rail Investment and Improvement Act of 2008), effective October 2015. Through this Federal Act, Congress mandated that a standardized methodology be developed to allocate costs among Northeast Corridor (NEC) owners and operators that ensure each agency take full financial responsibility for its use of shared NEC infrastructure and related facilities. The Fiscal Year 2022 budget of $55 million for Amtrak trackage access is approximately double what this expense was in Fiscal Year 2015.

INJURY AND DAMAGE CLAIMS

Claims expense includes self-insured payouts, insurance premiums, and reserve adjustments. The Fiscal Year 2022 budget reflects the full impact of an increase in insurance premiums experienced in the current fiscal year.

PROPULSION POWER

Revenue vehicle propulsion power expense is calculated based on estimated kilowatt-hour usage and rates. The Fiscal Year 2022 budget reflects gradually increased consumption associated with restoration of service levels as ridership recovers.

FUEL

Fuel expense is based on budgeted miles of revenue vehicle operation, miles per gallon fuel economy, and estimated fuel rates. The Fiscal Year 2022 budget reflects a decrease in the cost of fuel and lower fuel consumption due to slightly reduced service levels and better fuel economy as additional hybrid buses are entered into service.

RENTAL EXPENSE

Rental expense covers all operating lease rentals for fixed facilities and short-term software, vehicle and equipment leases. The Fiscal Year 2022 budget reflects the decreased need for leased vehicles.

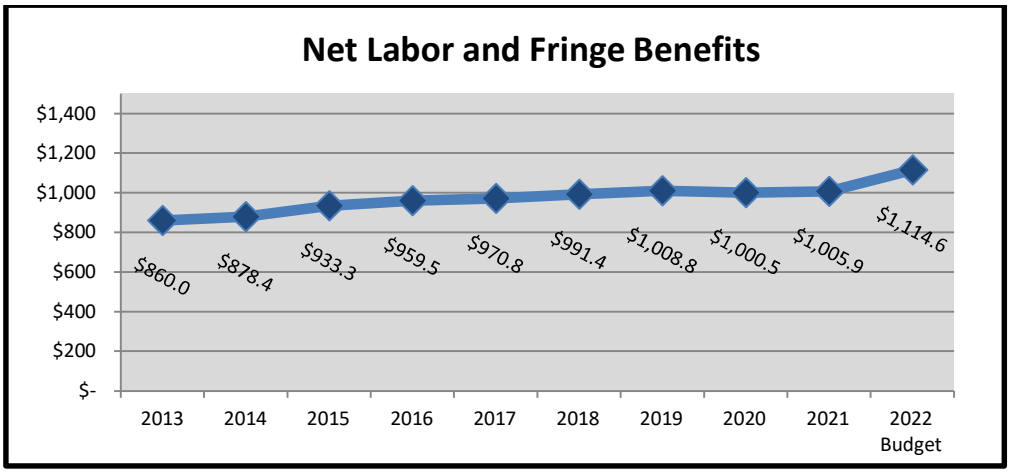
DEPRECIATION

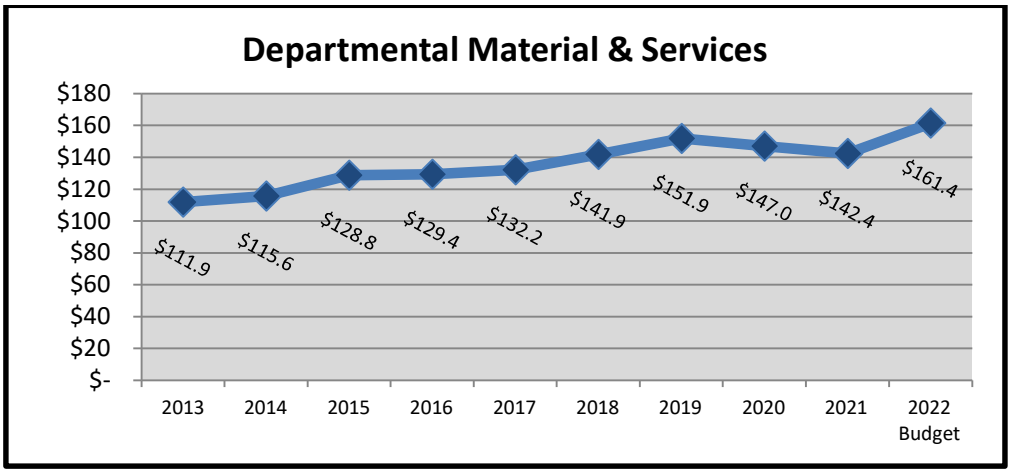
Depreciation expense is the amortization of the cost of the Authority's fixed assets over their estimated useful lives net of the amortization of contributed capital. The Fiscal Year 2022 budget assumes a slight reduction from the current year budget.

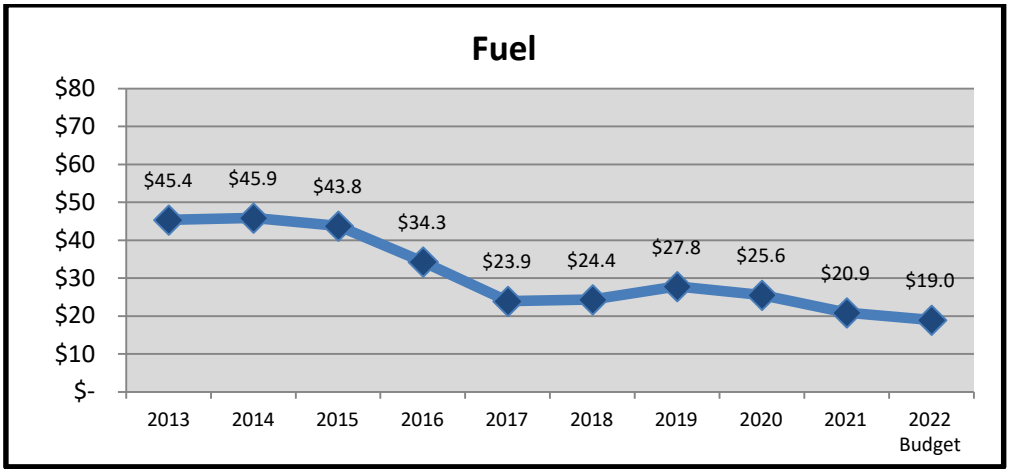
10. Ten Year Expense Trends

In developing the Operating Budget, SEPTA considers historical trends in major expense categories, as illustrated in the following charts:

Amounts in Millions



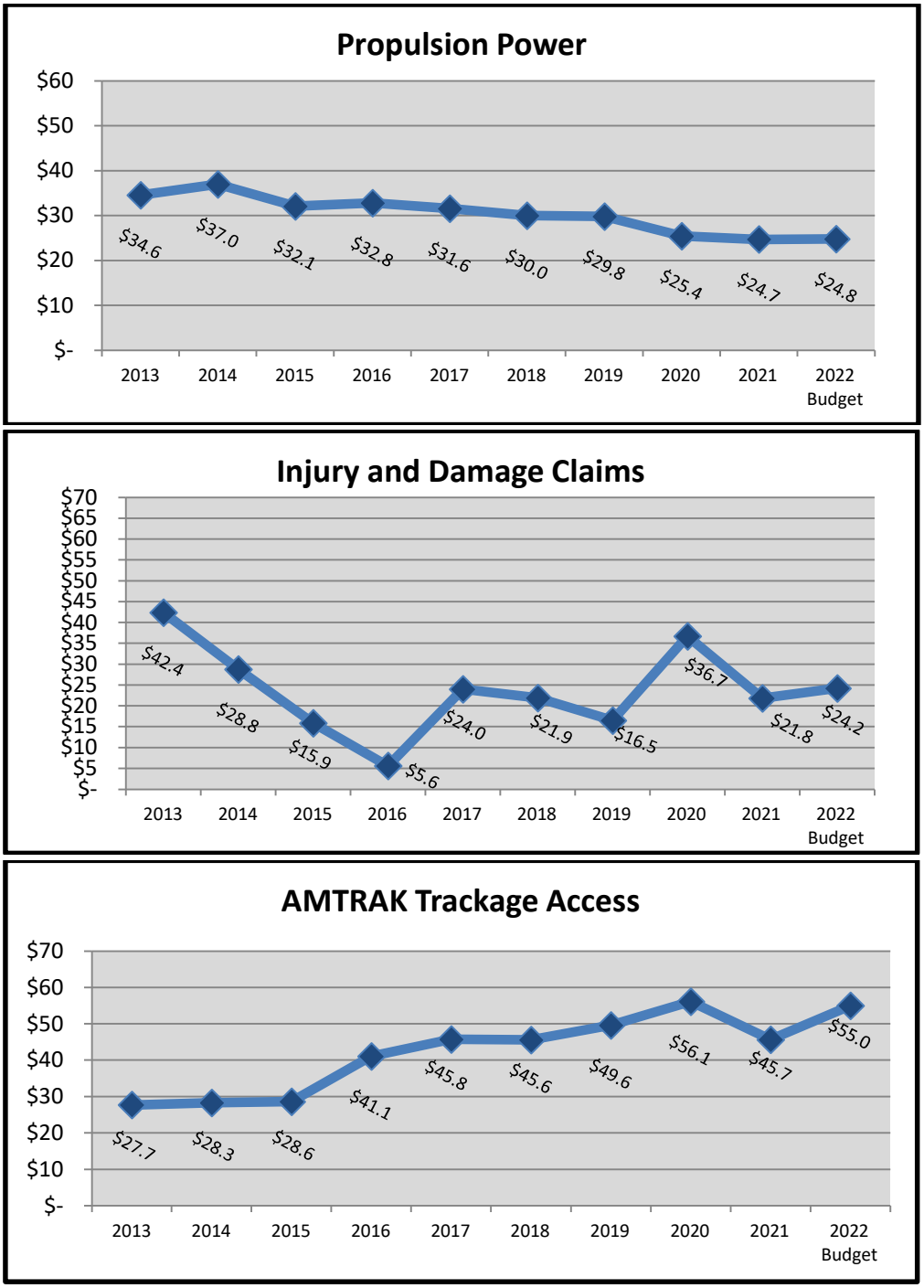




Notes: (1) Fuel expense decrease in FY 2015-2017 is due to lower fuel prices; the budget for FY 2022 reflects a continued decline in effective fuel prices and consumption.

10. Ten Year Expense Trends

Amounts in Millions



Notes:

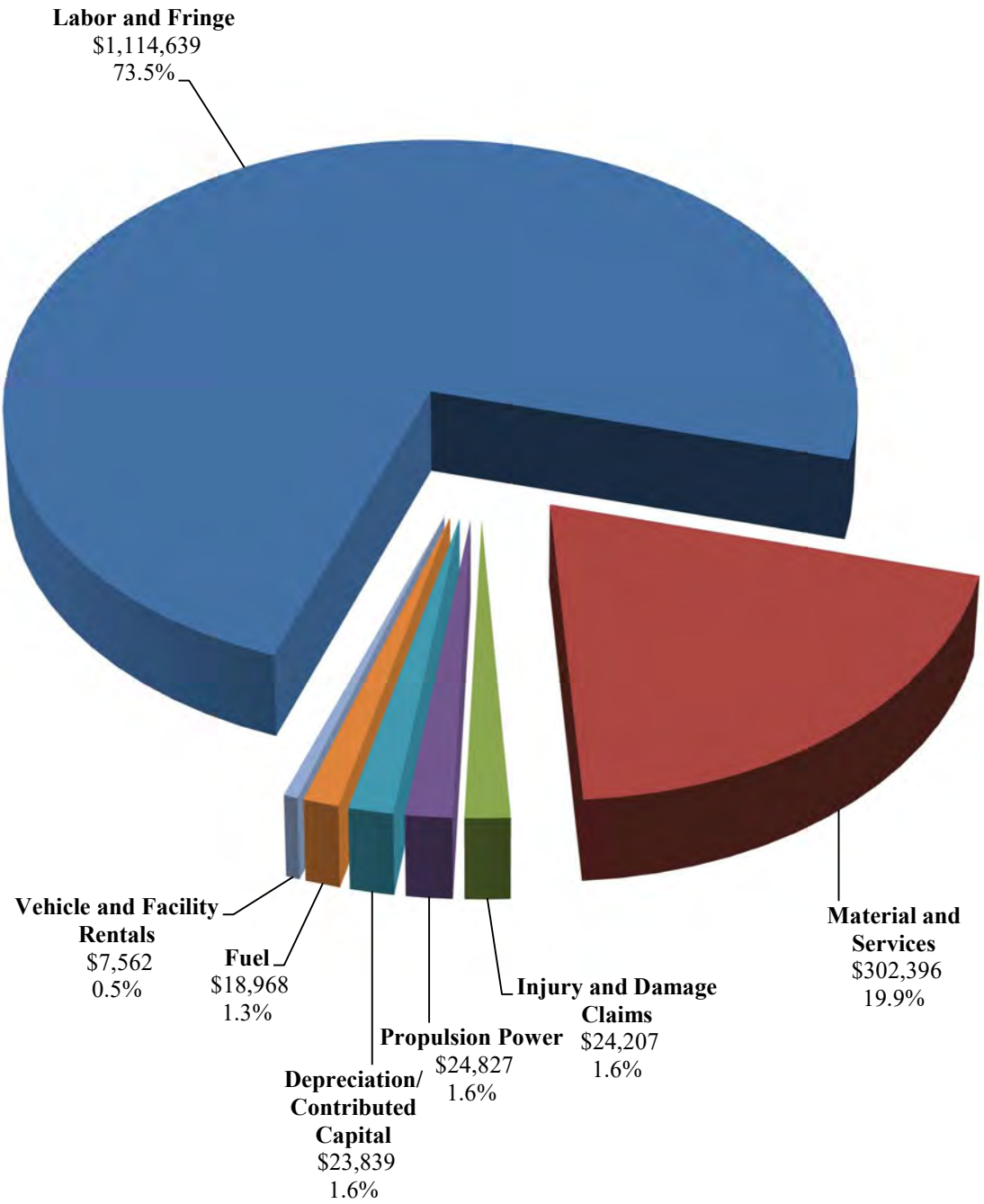
(1) The gradual decline in Propulsion Power costs is associated with competitive procurement of electricity on third-party supply markets and the impact of sustainability initiatives reducing electricity consumption across the system. Propulsion Power was further reduced in FY2020 and FY2021 due to lower service levels caused by the COVID-19 pandemic.

(2) Injury and Damage Claims decreased dramatically in FY2013-2016 due to the installation of surveillance cameras on vehicles and select stations. Other year-to-year changes are related to reserve adjustments.

(3) Amtrak multi-year expense increases due to impact of PRIIA; decrease in FY2021-2022 associated with certain federal relief funding provided directly to Amtrak.

TOTAL OPERATING EXPENSES = $1,516,438

In Thousands



10. FY 2022 Budget Detail of Expenses In 000's

Division/Departmental Expenses	Labor and Fringe	Material and Services	Total
OPERATIONS			
Administration and Analysis	$ 992	$ 1,690	$ 2,682
Control Center	9,698	154	9,852
Customized Community Transportation	9,522	6,132	15,654
AGM Staff	1,195	10	1,205
Rail Transportation-Subway-Elevated	57,115	1,193	58,308
Rail Transportation - Regional Rail	71,313	7,576	78,889
Surface Transportation	224,982	971	225,953
Vehicle Equipment Maintenance	124,166	44,532	168,698
Total Operations	**$ 498,983**	**$ 62,258**	**$ 561,241**
DGM Operations, EMC, & Vehicles	**$ 5,928**	**$ 7,814**	**$ 13,742**
Engineering, Maintenance & Construction	**$ 82,596**	**$ 22,829**	**$ 105,425**
Transit Police	**$ 21,472**	**$ 4,236**	**$ 25,708**
STAFF DEPARTMENTS			
Audit and Investigative Services	$ 2,255	$ 31	$ 2,286
Corporate Staff	3,104	335	3,439
Communications	7,594	1,093	8,687
Deputy General Manager/Treasurer Administration	863	19	882
Finance	23,210	19,137	42,347
Planning and Strategic Initiatives	4,164	4,169	8,333
Human Resources	16,622	1,979	18,601
Information Technology	6,684	11,082	17,766
New Payment Technologies	128	11,711	11,839
Office of General Counsel	9,309	14,711	24,020
Procurement, Supply Chain & DBE	11,028	373	11,401
Public and Government Affairs	1,594	4,099	5,693
System Safety	2,038	974	3,012
Total Staff Departments	**$ 88,593**	**$ 69,713**	**$ 158,306**
Capital Labor Allocation/Rental Reclassification	13,756	(7,562)	6,194
Total Departmental Expenses	**$ 711,328**	**$ 159,288**	**$ 870,616**
NON-DEPARTMENTAL EXPENSES			
Fringe Benefits	$ 403,311	$ -	$ 403,311
Amtrak	-	54,984	54,984
CCT - ADA Services	-	22,172	22,172
CCT - Shared Ride Program	-	15,686	15,686
Debt Service Interest and Fees	-	14,955	14,955
Property Insurance/Other Claims Payouts, Net	-	6,598	6,598
Services for Headquarters' Building	-	5,781	5,781
Snow Removal and Other Weather Related Expenses	-	5,650	5,650
Utilities	-	18,888	18,888
Capitalized Costs and Other	-	(1,606)	(1,606)
Total Non-Departmental Expenses	**$ 403,311**	**$ 143,108**	**$ 546,419**
OTHER OPERATING EXPENSES			
Injury and Damage Claims	-	$ 24,207	$ 24,207
Propulsion Power	-	24,827	24,827
Fuel	-	18,968	18,968
Vehicle and Facility Rentals	-	7,562	7,562
Depreciation/Contributed Capital	-	23,839	23,839
Total Other Expenses	**$ -**	**$ 99,403**	**$ 99,403**
TOTAL EXPENSES	**$ 1,114,639**	**$ 401,799**	**$ 1,516,438**

10. FY 2022 Budget Allocation By Company In 000's

Division/Departmental Expenses	1100	2100	2200	2300	3100	Total
OPERATIONS						
Administration and Analysis	$ 2,180	$ 384	$ 56	$ -	$ 62	$ 2,682
Control Center	419	4,453	370	-	4,610	9,852
Customized Community Transportation	12,486	1,410	-	1,758	-	15,654
AGM Staff	1,029	-	-	-	176	1,205
Rail Transportation-Subway-Elevated	-	58,308	-	-	-	58,308
Rail Transportation - Regional Rail	-	-	-	-	78,889	78,889
Surface Transportation	-	177,962	33,892	14,099	-	225,953
Vehicle Equipment Maintenance	210	115,864	11,632	5,645	35,347	168,698
Total Operations	**$ 16,324**	**$ 358,381**	**$ 45,950**	**$ 21,502**	**$ 119,084**	**$ 561,241**
DGM Operations, EMC, & Vehicles	**$ 5,975**	**$ 6,601**	**$ 5**	**$ -**	**$ 1,161**	**$ 13,742**
Engineering, Maintenance & Construction	**$ 284**	**$ 66,466**	**$ 7,077**	**$ 10**	**$ 31,588**	**$ 105,425**
Transit Police	**$ 25,708**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 25,708**
STAFF DEPARTMENTS						
Audit and Investigative Services	$ 2,286	$ -	$ -	$ -	$ -	$ 2,286
Corporate Staff	3,439	-	-	-	-	3,439
Communications	8,687	-	-	-	-	8,687
Deputy General Manager/Treasurer Administration	882	-	-	-	-	882
Finance	27,756	278	-	-	14,313	42,347
Planning and Strategic Initiatives	8,333	-	-	-	-	8,333
Human Resources	11,025	4,249	458	146	2,723	18,601
Information Technology	17,692	-	-	-	74	17,766
New Payment Technologies	11,839	-	-	-	-	11,839
Office of General Counsel	14,656	6,104	301	181	2,778	24,020
Procurement, Supply Chain & DBE	9,806	376	-	-	1,219	11,401
Public and Government Affairs	5,693	-	-	-	-	5,693
System Safety	3,012	-	-	-	-	3,012
Total Staff Departments	**$ 125,106**	**$ 11,007**	**$ 759**	**$ 327**	**$ 21,107**	**$ 158,306**
Capital Labor Allocation/Rental Reclassification	10,939	(3,492)	(48)	(23)	(1,182)	6,194
Headquarters Allocation	(184,336)	133,957	13,051	4,019	33,309	-
Total Departmental Expenses	**$ -**	**$ 572,920**	**$ 66,794**	**$ 25,835**	**$ 205,067**	**$ 870,616**
NON-DEPARTMENTAL EXPENSES						
Fringe Benefits	$ 65,581	$ 238,957	$ 22,586	$ 8,089	$ 68,098	$ 403,311
Amtrak	-	-	-	-	54,984	54,984
CCT - ADA Services	-	12,770	9,402	-	-	22,172
CCT - Shared Ride Program	-	15,686	-	-	-	15,686
Debt Service Interest and Fees	1,034	5,277	5	-	8,639	14,955
Property Insurance/Other Claims Payouts, Net	3,192	2,302	225	34	845	6,598
Services for Headquarters' Building	5,781	-	-	-	-	5,781
Snow Removal and Other Weather Related Expenses	-	-	-	-	5,650	5,650
Utilities	5,930	8,056	661	129	4,112	18,888
Capitalized Costs and Other	(2,725)	1,084	(1)	6	30	(1,606)
Headquarters Allocation	(78,793)	57,257	5,580	1,718	14,238	-
Total Non-Departmental Expenses	**$ -**	**$ 341,389**	**$ 38,458**	**$ 9,976**	**$ 156,596**	**$ 546,419**
OTHER OPERATING EXPENSES						
Injury and Damage Claims	$ -	$ 11,234	$ 1,092	$ 339	$ 11,542	$ 24,207
Propulsion Power	-	10,506	1,212	-	13,109	24,827
Fuel	-	14,372	2,546	1,700	350	18,968
Vehicle and Facility Rentals	-	5,594	260	80	1,628	7,562
Depreciation/Contributed Capital	-	15,583	301	72	7,883	23,839
Total Other Expenses	**$ -**	**$ 57,289**	**$ 5,411**	**$ 2,191**	**$ 34,512**	**$ 99,403**
TOTAL EXPENSES	**$ -**	**$ 971,598**	**$ 110,663**	**$ 38,002**	**$ 396,175**	**$ 1,516,438**

10. FY 2021 Detail of Actual Expenses In 000's

Division/Departmental Expenses	Labor and Fringe	Material and Services	Total
OPERATIONS			
Administration and Analysis	$ 278	$ 1,069	$ 1,347
Control Center	8,337	35	8,372
Customized Community Transportation	7,934	3,922	11,856
AGM Staff	1,162	93	1,255
Rail Transportation-Subway-Elevated	49,269	619	49,888
Rail Transportation - Regional Rail	58,204	7,709	65,913
Surface Transportation	209,357	612	209,969
Vehicle Equipment Maintenance	125,370	40,609	165,979
Total Operations	**$ 459,911**	**$ 54,668**	**$ 514,579**
DGM Operations, EMC, & Vehicles	**$ 5,582**	**$ 6,356**	**$ 11,938**
Engineering, Maintenance & Construction	**$ 78,050**	**$ 21,774**	**$ 99,824**
Transit Police	**$ 20,080**	**$ 1,508**	**$ 21,588**
STAFF DEPARTMENTS			
Audit and Investigative Services	$ 1,752	$ 33	$ 1,785
Corporate Staff	2,774	214	2,988
Communications	6,528	365	6,893
Deputy General Manager/Treasurer Administration	1,413	-	1,413
Employee Development/Relations	10,648	529	11,177
Finance	20,053	15,588	35,641
Planning	3,511	2,770	6,281
Human Resources	4,516	654	5,170
Information Technology	6,143	9,826	15,969
New Payment Technologies	6	12,197	12,203
Office of General Counsel	9,174	19,210	28,384
Procurement, Supply Chain & DBE	9,054	399	9,453
Public and Government Affairs	1,322	2,592	3,914
System Safety	1,884	880	2,764
Total Staff Departments	**$ 78,778**	**$ 65,257**	**$ 144,035**
Capital Labor Allocation/Rental Reclassification	(5,624)	(7,214)	(12,838)
Total Departmental Expenses	**$ 636,777**	**$ 142,349**	**$ 779,126**
NON-DEPARTMENTAL EXPENSES			
Fringe Benefits	$ 369,081	$ -	$ 369,081
Amtrak	-	45,653	45,653
CCT - ADA Services	-	18,330	18,330
CCT - Shared Ride Program	-	14,160	14,160
Debt Service Interest and Fees	-	16,531	16,531
Property Insurance/Other Claims Payouts, Net	-	6,053	6,053
Services for Headquarters' Building	-	5,901	5,901
Snow Removal and Other Weather Related Expenses	-	4,030	4,030
Utilities	-	19,027	19,027
Capitalized Costs and Other	-	(1,443)	(1,443)
Total Non-Departmental Expenses	**$ 369,081**	**$ 128,242**	**$ 497,323**
OTHER OPERATING EXPENSES			
Injury and Damage Claims	$ -	$ 21,829	$ 21,829
Propulsion Power	-	24,708	24,708
Fuel	-	20,919	20,919
Vehicle and Facility Rentals	-	7,215	7,215
Depreciation/Contributed Capital	-	23,079	23,079
Total Other Expenses	**$ -**	**$ 97,750**	**$ 97,750**
TOTAL EXPENSES	**$ 1,005,858**	**$ 368,341**	**$ 1,374,199**

10. FY 2020 Detail of Actual Expenses In 000's

Division/Departmental Expenses	Labor and Fringe	Material and Services	Total
OPERATIONS			
Administration and Analysis	361	842	1,203
Control Center Transit	$ 4,200	$ 14	4,214
Customized Community Transportation	8,581	5,239	13,820
AGM Staff	891	192	1,083
Rail Transportation-Subway-Elevated	51,758	1,024	52,782
Rail Transportation - Regional Rail	74,612	7,146	81,758
Surface Transportation	208,394	703	209,097
Vehicle Equipment Maintenance	117,186	44,587	161,773
Total Operations	**$ 465,983**	**$ 59,747**	**$ 525,730**
DGM Operations, EM&C, and Vehicles	**$ 4,889**	**$ 6,027**	**$ 10,916**
Engineering, Maintenance & Construction	**$ 78,413**	**$ 26,109**	**$ 104,522**
Transit Police	**$ 19,280**	**$ 1,037**	**$ 20,317**
STAFF DEPARTMENTS			
Audit and Investigative Services	$ 1,675	$ 23	1,698
Corporate Staff	2,711	142	2,853
Communications	1,018	519	1,537
Customer Experience and Advocacy	5,261	209	5,470
Deputy General Manager/Treasurer Administration	1,659	12	1,671
Employee Development/Relations	10,522	644	11,166
Finance	8,188	4,696	12,884
Planning & Strategic Initiatives	3,115	867	3,982
Human Resources	4,291	743	5,034
Information Technology	6,012	5,735	11,747
New Payment Technologies	41	11,067	11,108
Revenue Operations	12,380	16,515	28,895
Office of General Counsel	8,902	16,156	25,058
Procurement, Supply Chain & DBE	9,326	1,525	10,851
Public and Government Affairs	1,414	3,145	4,559
System Safety	1,875	1,181	3,056
Total Staff Departments	**$ 78,390**	**$ 63,179**	**$ 141,569**
Capital Allocation/Rental Reclassification	(6,961)	(9,073)	(16,034)
Total Departmental Expenses	**$ 639,994**	**$ 147,026**	**$ 787,020**
NON-DEPARTMENTAL EXPENSES			
Fringe Benefits	$ 360,505	$ -	360,505
Amtrak	-	56,143	56,143
CCT - ADA Services	-	24,587	24,587
CCT - Shared Ride Program	-	19,061	19,061
Debt Service Interest and Fees	-	15,220	15,220
Property Insurance/Other Claims Payouts, Net	-	2,989	2,989
Services for Headquarters' Building	-	5,353	5,353
Snow Removal and Other Weather Related Expenses	-	937	937
Utilities	-	17,854	17,854
Capitalized Costs and Other	-	(4,100)	(4,100)
Total Non-Departmental Expenses	**$ 360,505**	**$ 138,044**	**$ 498,549**
OTHER OPERATING EXPENSES			
Injury and Damage Claims	$ -	$ 36,684	36,684
Propulsion Power	-	25,440	25,440
Fuel	-	25,565	25,565
Vehicle and Facility Rentals	-	9,073	9,073
Depreciation/Contributed Capital	-	21,127	21,127
Total Other Expenses		**$ 117,889**	**$ 117,889**
TOTAL EXPENSES	**$ 1,000,499**	**$ 402,959**	**$ 1,403,458**

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11. Fiscal Year 2022 Headcount Authorizations

HEADCOUNT DESIGNATIONS

Organization Overview

The organization, staffing, and expenses are shown for each division in the Departmental Summaries Section, including subtotals by department. Total headcount is further segregated by Operating versus Capital. The following definitions shall apply throughout this section:

Mgmt.……..…….	Supervisory, administrative, and management employees.
Clerical.……..…….	Unionized clerical, storeroom and customer service agent employees.
Maintenance...…… Transportation, or Cashiers	Unionized maintenance and transportation employees, cashiers, and police officers.
Capital…….	Positions supported by federal, state, or local capital funding initiatives.

The Fiscal Year 2022 authorized headcount is at 9,850 employees and reflects the addition of 197 positions to enhance cleaning on vehicles and at SEPTA stations, and an organization-wide reduction of 241 positions. This reduction is expected to come from existing vacancies and will better align headcount with the reduced ridership and service levels.

Fiscal Year 2022 incorporates a new division, Communications, formed during Fiscal Year 2021. This new division combines Communications and Customer Experience and Advocacy which were previously standalone Divisions. Also in Fiscal Year 2021, Revenue Operations will now report to the Finance Division after previously being a standalone Division, and Employee Development and Relations will now be included in the Human Resources Division.

11. Fiscal Year 2022 Headcount Authorizations

	OPERATING HEADCOUNT					
	Mgmt.	Clerical	Maint.	Transp.	Cashier	Total
Audit and Investigative Services	22	-	4	-	-	26
Corporate Staff	16	-	-	-	-	16
Communications	37	64	2	-	-	103
Deputy General Manager/Treasurer Admin.	5	-	-	-	-	5
Deputy General Mgr./Ops. EM&C and Vehicles	51	5	5	-	-	61
Finance	185	77	52	-	-	314
Human Resources	165	16	5	-	-	186
Information Technology	68	5	-	-	-	73
New Payment Technologies	1	-	-	-	-	1
Planning and Strategic Initiatives	44	14	-	-	-	58
Office of General Counsel	92	22	-	-	-	114
Operations (Includes Vehicle Equip. Maint.)	708	109	1,853	3,592	305	6,567
Engineering, Maintenance and Construction	175	64	827	-	-	1,066
Transit Police	63	-	205	-	-	268
Procurement, Supply Chain and DBE	90	63	1	-	-	154
Public and Government Affairs	19	-	-	-	-	19
System Safety	24	-	-	-	-	24
Total Operating Headcount	**1,765**	**439**	**2,954**	**3,592**	**305**	**9,055**

11. Fiscal Year 2022 Headcount Authorizations

	CAPITAL HEADCOUNT					
	Mgmt	Clerical	Maint.	Transp.	Cashier	Total
Audit and Investigative Services	-	-	-	-	-	-
Corporate Staff	-	-	-	-	-	-
Communications	-	-	-	-	-	-
Deputy General Manager/Treasurer Admin.	1	-	-	-	-	1
Deputy General Mgr./Ops. EM&C and Vehicles	50	2	-	-	-	52
Finance	2	-	-	-	-	2
Human Resources	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-
New Payment Technologies	4	-	-	-	-	4
Planning and Strategic Initiatives	2	-	-	-	-	2
Office of General Counsel	-	-	-	-	-	-
Operations (Includes Vehicle Equip. Maint.)	30	1	226	15	-	272
Engineering, Maintenance and Construction	135	7	303	-	-	445
Transit Police	-	-	5	-	-	5
Procurement, Supply Chain and DBE	9	-	-	-	-	9
Public & Government Affairs	-	-	-	-	-	-
System Safety	3	-	-	-	-	3
Total Capital Headcount	**236**	**10**	**534**	**15**	**-**	**795**

11. Fiscal Year 2022 Headcount Authorizations

	TOTAL HEADCOUNT					
	Mgmt.	Clerical	Maint.	Transp.	Cashier	Total
Audit and Investigative Services	22	-	4	-	-	26
Corporate Staff	16	-	-	-	-	16
Communications	37	64	2	-	-	103
Deputy General Mgr./Treasurer Admin.	6	-	-	-	-	6
Deputy General Mgr./Ops. EM&C and Vehicles	101	7	5	-	-	113
Finance	187	77	52	-	-	316
Human Resources	165	16	5	-	-	186
Information Technology	68	5	-	-	-	73
New Payment Technologies	5	-	-	-	-	5
Planning and Strategic Initiatives	46	14	-	-	-	60
Office of General Counsel	92	22	-	-	-	114
Operations (Includes Vehicle Equip. Maint.)	738	110	2,079	3,607	305	6,839
Engineering, Maintenance and Construction	310	71	1,130	-	-	1,511
Transit Police	63	-	210	-	-	273
Procurement, Supply Chain and DBE	99	63	1	-	-	163
Public and Government Affairs	19	-	-	-	-	19
System Safety	27	-	-	-	-	27
Total Headcount	**2,001**	**449**	**3,488**	**3,607**	**305**	**9,850**

11. Fiscal Years 2018 – 2022 Headcount Authorization

	OPERATING HEADCOUNT BY FISCAL YEAR				
	2018	**2019**	**2020**	**2021**	**2022**
Audit and Investigative Services	20	20	20	23	26
Corporate Staff	18	17	17	16	16
Communications	18	18	18	18	103
Customer Experience and Advocacy	84	84	84	84	
Deputy General Mgr./Treasurer Admin.	9	9	10	9	5
Deputy General Mgr./Ops. EM&C and Vehicles				32	61
Employee Development and Relations	122	129	129	133	
Finance	170	171	171	122	314
Human Resources	53	53	53	54	186
Information Technology	71	71	71	73	73
New Payment Technologies	-	1	1	1	1
Revenue Operations	188	208	201	201	
Office of Innovation	5	5	6		
Planning and Strategic Initiatives				58	58
Office of General Counsel	117	117	117	118	114
Operations (Includes Vehicle Equip. Maint.)	4,684	4,646	4,718	6,582	6,567
Engineering, Maintenance and Construction	1,065	1,073	1,081	1,052	1,066
Procurement, Supply Chain and DBE	147	147	149	155	154
Public and Government Affairs	21	21	21	21	19
System Safety	24	24	24	24	24
Transit Police	273	273	273	273	268
Vehicle Engineering and Maintenance	1,758	1,760	1,764		
Vehicle Engineering				32	
Total Operating Headcount	**8,847**	**8,847**	**8,928**	**9,081**	**9,055**

11. Fiscal Years 2018 – 2022 Headcount Authorization

	CAPITAL HEADCOUNT BY FISCAL YEAR				
	2018	**2019**	**2020**	**2021**	**2022**
Audit and Investigative Services	-	-	-	-	-
Corporate Staff	2	-	-	1	-
Communications	-	-	-	-	-
Customer Experience and Advocacy					
Deputy General Manager/Treasurer Admin.	1	1	1	1	1
Deputy General Mgr./Ops. EM&C and Vehicles				15	52
Employee Development and Relations	-	-	-	-	
Finance	6	5	4	2	2
Human Resources	-	-	-	-	-
Information Technology	-	-	-	-	-
New Payment Technologies	11	9	7	6	4
Revenue Operations	-	-	-	-	
Office of Innovation		-	-		
Planning and Strategic Initiatives				1	2
Office of General Counsel	-	-	-	-	-
Operations (Includes Vehicle Equip. Maint.)	20	21	21	272	272
Engineering, Maintenance and Construction	461	465	465	464	445
Procurement, Supply Chain and DBE	15	15	15	12	9
Public and Government Affairs	-	-	-	-	-
System Safety	3	3	3	3	3
Transit Police	-	-	-	-	5
Vehicle Engineering and Maintenance	287	287	283		
Vehicle Engineering				36	
Total Capital Headcount	**806**	**806**	**799**	**813**	**795**

11. Fiscal Years 2018 – 2022 Headcount Authorization

	TOTAL HEADCOUNT BY FISCAL YEAR				
	2018	**2019**	**2020**	**2021**	**2022**
Audit and Investigative Services	20	20	20	23	26
Corporate Staff	20	17	17	17	16
Communications	18	18	18	18	103
Customer Experience and Advocacy	84	84	84	84	
Deputy General Manager/Treasurer Admin.	10	10	11	10	6
Deputy General Mgr./Ops. EM&C and Vehicles				47	113
Employee Development and Relations	122	129	129	133	
Finance	176	176	175	124	316
Human Resources	53	53	53	54	186
Information Technology	71	71	71	73	73
New Payment Technologies	11	10	8	7	5
Revenue Operations	188	208	201	201	
Office of Innovation	5	5	6		
Planning and Strategic Initiatives				59	60
Office of General Counsel	117	117	117	118	114
Operations	4,704	4,667	4,739	6,854	6,839
Engineering, Maintenance and Construction	1,526	1,538	1,546	1,516	1,511
Procurement, Supply Chain and DBE	162	162	164	167	163
Public and Government Affairs	21	21	21	21	19
System Safety	27	27	27	27	27
Transit Police	273	273	273	273	273
Vehicle Engineering and Maintenance	2,045	2,047	2,047		
Vehicle Engineering				68	
Total Headcount	**9,653**	**9,653**	**9,727**	**9,894**	**9,850**

11. Headcount Authorization Cause of Change
Fiscal Year 2021 to Fiscal Year 2022

Division / Department	Cause of Change	Fiscal Year 2021 Authorized Headcount 9,894
Corporate Staff	• One management position transferred to Communications • One management position transferred to Engineering, Maintenance and Construction • One management position transferred from Deputy General Manager/Treasurer Admin.	-1
Communications	• 24 management positions transferred from Customer Experience and Advocacy • 60 clerical positions transferred from Customer Experience and Advocacy • One management position transferred from Public and Government Affairs • One management position transferred from Deputy General Manager/Treasurer Admin. • One management position transferred from Corporate Staff • Two positions reduced due to Authority-wide headcount reduction efforts	+85
Customer Experience and Advocacy	• 24 management positions transferred to Communications • 60 clerical positions transferred to Communications	-84
Deputy General Manager/Treasurer Admin.	• One management position transferred to Corporate Staff • One management position transferred to Communications • One management position transferred to Finance • One management position eliminated	-4
Finance	• One management position transferred from Deputy General Manager/Treasurer Admin. • 109 management positions transferred from Revenue Operations • 44 clerical positions transferred from Revenue Operations • 48 maintenance positions transferred from Revenue Operations • Ten positions reduced due to Authority-wide headcount reduction efforts	+192
Revenue Operations	• 109 management positions transferred to Finance • 44 clerical positions transferred to Finance • 48 maintenance positions transferred to Finance	-201
Planning and Strategic Initiatives	• Two management positions transferred from Engineering, Maintenance and Construction • One position reduced due to Authority-wide headcount reduction efforts	+1

11. Headcount Authorization Cause of Change Fiscal Year 2021 to Fiscal Year 2022

Division / Department	Cause of Change	
Audit and Investigative Services	• Four management positions transferred from Procurement, Supply Chain and DBE • One position reduced due to Authority-wide headcount reduction efforts	+3
Public and Government Affairs	• One management position transferred to Communications • One position reduced due to Authority-wide headcount reduction efforts	-2
Engineering, Maintenance and Construction	• Two management positions transferred to Planning and Strategic Initiatives • One management position transferred from Corporate Staff • Four positions transferred to Deputy General Manager/Ops, EM&C and Vehicles • Eight new cleaners added to support enhanced Authority-wide cleaning initiatives • Eight positions reduced due to Authority-wide headcount reduction efforts	-5
Employee Development and Relations	• 128 management positions transferred to Human Resources • Five maintenance positions transferred to Human Resources	-133
Human Resources	• 128 management positions transferred from Employee Development and Relations • Five maintenance positions transferred from Employee Development and Relations • One position reduced due to Authority-wide headcount reduction efforts	+132
New Payment Technologies	• Two positions reduced due to Authority-wide headcount reduction efforts	-2
Office of General Counsel	• Four positions reduced due to Authority-wide headcount reduction efforts	-4
Procurement, Supply Chain and DBE	• Four positions reduced due to Authority-wide headcount reduction efforts • Four capital positions transferred to Audit and Investigative Services	-4
Vehicle Engineering	• Five management positions transferred to Operations/Vehicle Equipment Maintenance • 59 management positions transferred to DGM Ops., EM&C, and Vehicles/Vehicle Engineering • Four positions transferred to Deputy General Manager/Ops., EM&C, and Vehicles/Vehicle Engineering	-68
Operations/AGM Staff	• One management position transferred to Operations/Administration and Analysis	-1

11. Headcount Authorization Cause of Change
Fiscal Year 2021 to Fiscal Year 2022

Division / Department	Cause of Change	
Deputy General Manager/Ops, EM&C and Vehicles	• 59 management positions transferred from Vehicle Engineering • Four clerical positions transferred from Vehicle Engineering • Four positions transferred from Engineering, Maintenance and Construction/Bridges and Buildings • One position reduced due to Authority-wide headcount reduction efforts	+66
Operations/Control Center	• One management position transferred from Operations/Subway Elevated • One management position transferred from Operations/Vehicle Equipment Maintenance • 39 management positions transferred from Operations/Regional Rail • 12 clerical positions transferred from Operations/Regional Rail • One clerical position transferred to Operations/Administration and Analysis • One position reduced due to Authority-wide headcount reduction efforts	+51
Operations/Regional Rail	• One management position transferred from Operations/Vehicle Equipment Maintenance • 39 management positions transferred to Operations/Control Center • 12 clerical positions transferred to Operations/Control Center • 28 positions reduced due to Authority-wide headcount reduction efforts	-78
Operations/Surface Transportation	• One management position transferred to Operations/Subway Elevated • Four management position transferred to Operations/Administration and Analysis • 91 positions reduced due to Authority-wide headcount reduction efforts	-96
Operations/Subway Elevated	• One management position transferred from Operations/Surface Transportation • One management position transferred to Operations/Control Center • 100 new cleaners added to support enhanced Authority-wide cleaning initiatives • 18 positions reduced due to Authority-wide headcount reduction efforts • One management position transferred to Operations/ Administration and Analysis	+81

11. Headcount Authorization Cause of Change
Fiscal Year 2021 to Fiscal Year 2022

Division / Department	Cause of Change	
Operations/Vehicle Equipment Maintenance	• Five management positions transferred from Vehicle Engineering • One management position transferred to Operations/Regional Rail • One management position transferred to Operations/Control Center • Two management positions transferred to Operations/Administration and Analysis • 89 new cleaners added to support enhanced Authority-wide headcount reduction efforts • 65 positions reduced due to Authority-wide headcount reduction efforts	+25
Operations/Customized Community Transportation	• One management position transferred to Operations/Administration and Analysis • Six positions reduced due to Authority-wide headcount reduction efforts	-7
Operations/Administration and Analysis	• One clerical position transferred from Operations/Control Center • Four management positions transferred from Operations/Surface Transportation • One management position transferred from Operations/Subway-Elevated • Two management positions transferred from Operations/Vehicle Equipment Maintenance • One management position transferred from Operations/Customized Community Transportation • One management position transferred from Operations/AGM Staff	+10
	Total Departmental Decrease	**-44**
	Fiscal Year 2022 Authorized Headcount	**9,850**

12. Departmental Summaries for Fiscal Year 2022

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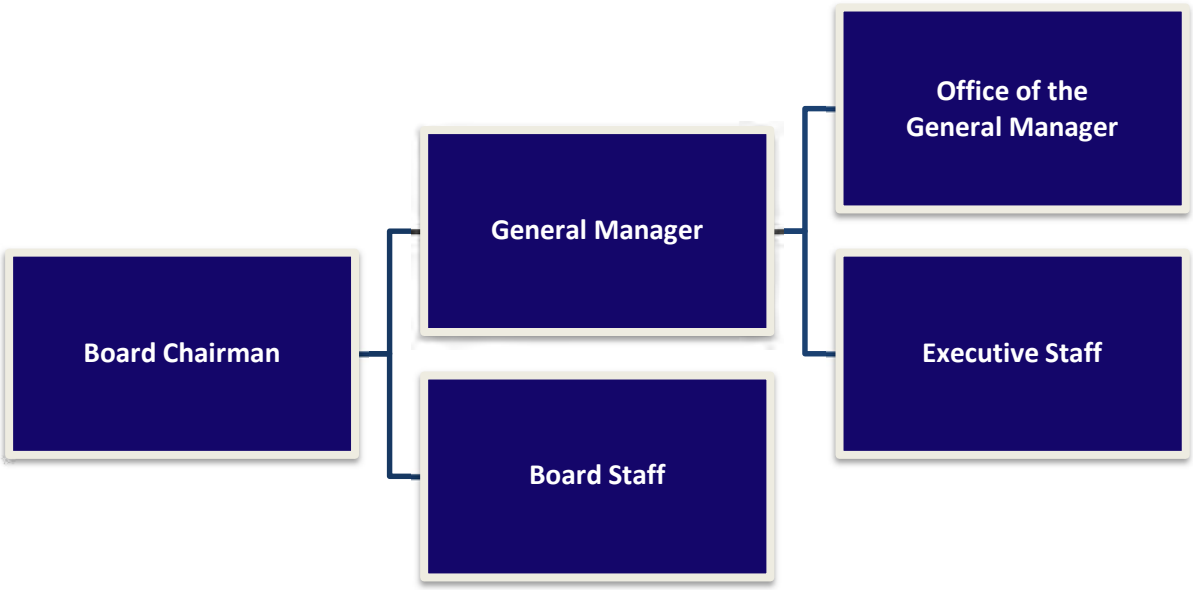
SEPTA

Corporate Staff

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Overview

SEPTA's Corporate Staff consists of a team of experienced transit professionals who are dedicated to providing vision and guidance to the Authority, while optimizing the best use of limited resources. The Corporate Staff strives to partner with stakeholders to promote public transit service as a cost-effective, viable travel option for access to work, school, medical service, shopping, leisure activities and tourism. The Corporate Staff is also committed to operating and managing a system which meets the highest standards for customer and employee safety while providing quality services.



Headcount

	OPERATING HEADCOUNT		
	Mgmt.	Clerical	Total
Board Staff	4	-	4
Executive Staff	9	-	9
Office of the General Manager	3	-	3
Total Headcount	**16**	**-**	**16**

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Board Staff	$527	$65	$592
Executive Staff	1,953	164	2,117
Office of the General Manager	624	106	730
Total	**$3,104**	**$335**	**$3,439**

Principal Responsibilities

Board Staff
Prepares and attests to all Board documentation generated from committee and Board meetings as well as advising and consulting with the Board on all Board-related matters. The Board staff includes a Secretary to the Board, an Assistant Secretary to the Board, a Controller to the Board, and a Board and Government Liaison.

Executive Staff
Manages and directs the daily functions of the Authority. Executive Staff includes the division leaders reporting directly to the General Manager. Collectively, they are responsible for the operation, administration, and financial management of the Authority.

Office of the General Manager
Oversees all SEPTA services and operations. Along with the SEPTA Board, provides leadership and direction for the Authority.

Fiscal Year 2022 Goals and Business Initiatives

SEPTA Forward, our new Strategic Plan, is the framework to transform our organization based on the lessons we have learned over the past year to support our region's recovery and foster a resilient, prosperous, and equitable future. It builds on SEPTA's mission by setting a clear vision for the future. The plan's goals and strategies constitute our organizational priorities and will act as the framework for our employees to develop the detailed programs, projects, and initiatives that will propel SEPTA, our communities, and our region forward. The full plan is available at *planning.septa.org/*.

SEPTA Forward is organized around three goals that work together to achieve our vision:

Goal 1: Develop a Proactive Organization
We are an agile and responsive organization that makes the most effective use of our resources. We invest in our people and work to build a diverse, inclusive, and empowered workforce that takes pride in serving the people of Southeastern Pennsylvania.
Strategies:

- Continue Our Commitment to Safety
- Invest in and Empower Our People
- Foster an Inclusive Culture
- Create Efficient Processes and Increase Accountability
- Serve as a Platform for Partnerships
- Emphasize Sustainability
- Facilitate Data-Driven Decision-Making

Goal 2: Provide an Intuitive Experience
Our system is easy-to-use for all, regardless of familiarity, language, or ability, welcoming riders from across the world. We provide convenient services and the right information, at the right time, for a smooth and enjoyable journey.
Strategies:

- Embrace the Door-to-Door Experience
- Address Technology as 21st Century Infrastructure
- Design for Users' Understanding and Experiences
- Integrate Trip Planning and Payment
- Communicate in Real-Time
- Provide Accessibility for All

Goal 3: Deliver a Seamless Transit Network

Our services work together, creating one unified, equitable network serving all types of trips, no matter where you are or what mode you choose. We anticipate changing needs and adapt services responsively to keep our region moving throughout the 21st century.

Strategies:

- Manage Services Around a Lifestyle Network
- Design Services That Meet Changing Needs
- Simplify and Support Transfers
- Provide Reliable Transit Service
- Prioritize Space for Transit
- Develop a Unified Fare Policy
- Collaborate to Improve Access to Transit
- Promote Transit-Supportive Communities

CORPORATE BUSINESS INITIATIVES

Goal 1: Develop a Proactive Organization

- Progress Efficiency and Accountability Program
- Continue partnerships to provide resources to vulnerable populations
- Prepare facilities and provide Ambassador support for major events, including Flower Show, Broad Street Run, and Welcome America
- Minimize customer disruption on major construction projects, including Southwest Connection, Trolley Blitz, and 30th Street Station
- Conduct "Make the Safe Choice" and "Never Too Busy For Safety" safety culture campaigns
- Continue to implement operator refresher safety training program
- Advance Communications-Based Train Control (CBTC) installation on Media-Sharon Hill Line
- Intensify focused campaign on track area falls
- Continue to advance track bumper replacement program
- Complete 3rd party vehicle inspections
- Implement recommendations from 3rd party review of roadway worker protection program
- Continue efforts to reduce signal violations on rail modes
- Continue installation of Bus Operator Shields, advance installation of Trolley Operator shields
- Advance construction of ventilation system improvements at Jefferson and Suburban Stations
- Advance Safety and Security improvements at Fern Rock Complex
- Continue implementation of new Human Resources Information Systems suite and the replacement of other key Finance modules
- Advance Diversity and Inclusion Program
- Continue to implement employee facility improvement projects
- Complete full deployment of Trapeze Ops software for Transportation Management
- Continue to implement PennDOT performance review action items and report on progress
- Continue to communicate the value of SEPTA to key stakeholders through analyses of key elements of value proposition
- Advance implementation of Automatic Passenger Counters on Buses, Trolleys and Norristown High Speed Line rail cars
- Continue to implement Energy Action Plan

Goal 2: Provide an Intuitive Experience

- Plan for next Customer Satisfaction Survey and implement action plans
- In stations: Progress countdown clocks on Broad Street and Market-Frankford Lines, Intensify cleaning efforts across the system
- Revamp public website, *www.septa.org*
- Advance SEPTA Key deployment, finishing roll out on Regional Rail and CCT and deployment of new fare validation equipment to enable mobile ticketing and parking
- Progress Rail Transit Branding and Wayfinding Master Plan

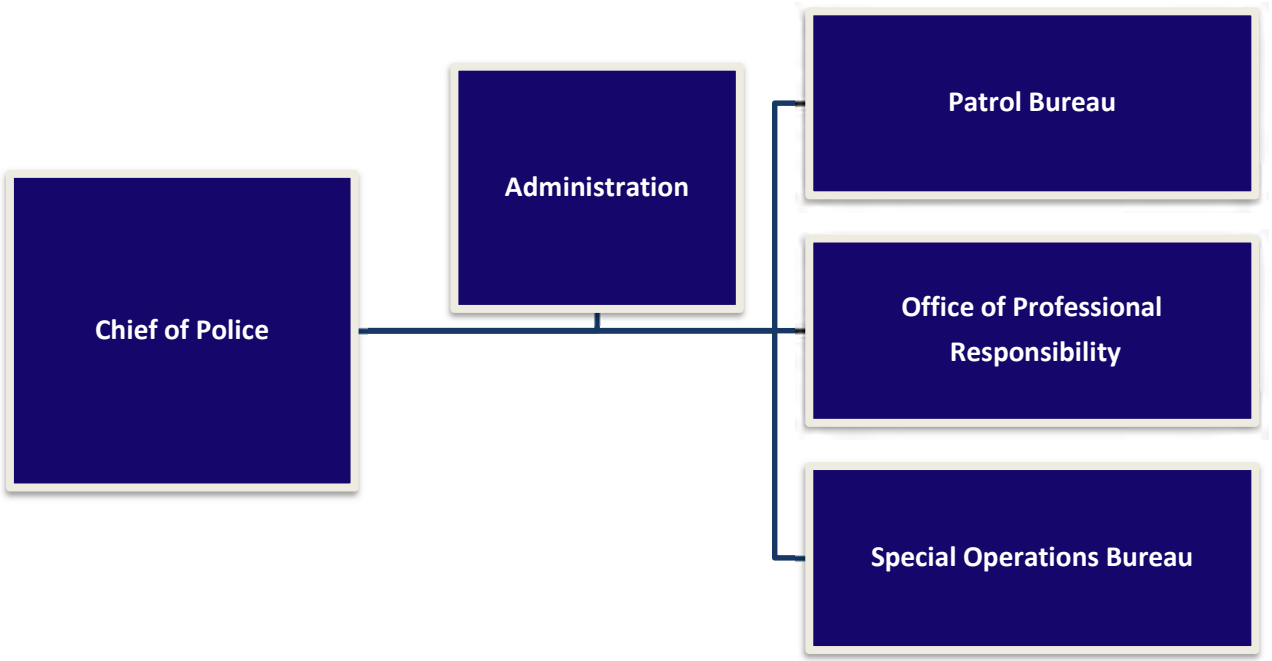
CORPORATE BUSINESS INITIATIVES
Goal 3: Deliver a Seamless Transit Network • Progress Comprehensive Bus Network Redesign • Advance Regional Rail Master Plan • Continue to partner with the City of Philadelphia on the implementation of its "Connect" transportation plan and Philadelphia Transit Plan, A Vision for 2045 • MFL: Advance capacity expansion projects, including interior seating reconfiguration • Trolleys: Advance conceptual design efforts including Pole-to-Pan Conversion, Station Accessibility and Power Distribution Studies; develop Vehicle Specification; conduct trolley tunnel maintenance blitz • NHSL King of Prussia Rail: Continue evaluating funding strategies to advance 30% Design • Continue to advance construction of Elwyn to Wawa Restoration to a new station at Route 1 in Middletown; continue next phase of Regional Rail Stone Arch Bridge rehabilitation program, advance design and construction for 30th Street West Catenary replacement, complete phase 3 of the Southwest Connection Improvement Program • Progress delivery of Multi-Level rail cars and continue to upgrade Frazer Yard to accommodate these vehicles • Complete delivery of 525 Hybrid-Electric Bus order; Initiate procurement of 10 Battery-Electric Buses • Advance overhaul of Lansdale, Hatboro, and 12th Street and Portal, Neshaminy, Bethayres and Yardley railroad substations • Advance construction at Ardmore Transportation Center and Conshohocken station • Advance design of Tasker-Morris (BSL) and 11th Street; Advance construction at Susquehanna-Dauphin (BSL) and continue construction at 5th Street and 30th Street (MFL) Phase A and B; City Hall Station inter-station connections and structural work • Develop master plans for 69th Street Complex that address customer experience and capacity issues



Transit Police

Overview

SEPTA's Transit Police are tasked with preventing and investigating crime; establishing an atmosphere of safety and security throughout each of our transit modes; and serving as public safety ambassadors for the transit system.



Headcount

	OPERATING HEADCOUNT		
	Mgmt.	Police	Total
Administration	10	9	19
Patrol Bureau	23	112	135
Office of Professional Responsibility	8	28	36
Special Operations Bureau	22	56	78
Total Operating Headcount	**63**	**205**	**268**

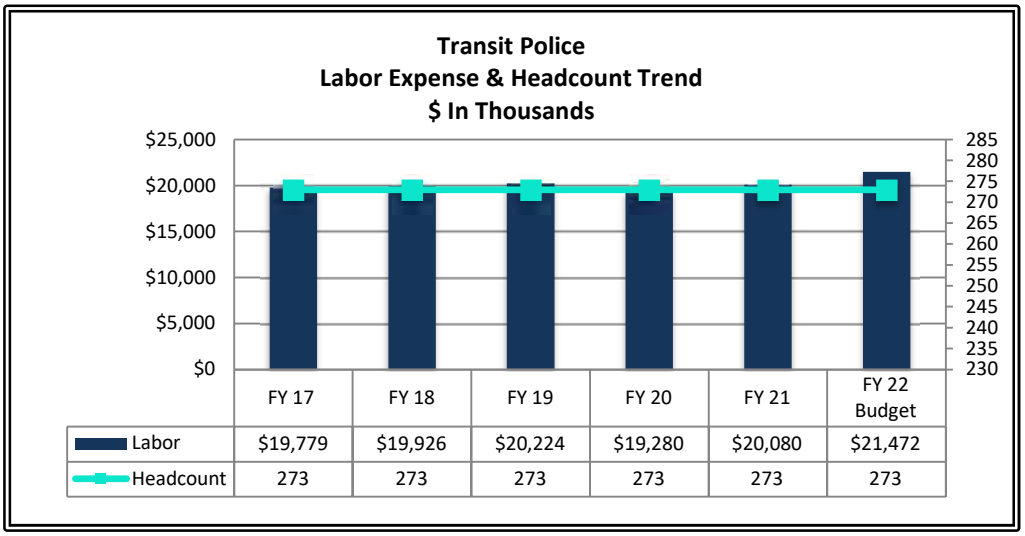
	CAPITAL HEADCOUNT		
	Mgmt.	Police	Total
Administration	-	-	-
Patrol Bureau	-	3	3
Office of Professional Responsibility	-	-	-
Special Operations Bureau	-	2	2
Total Capital Headcount	**-**	**5**	**5**

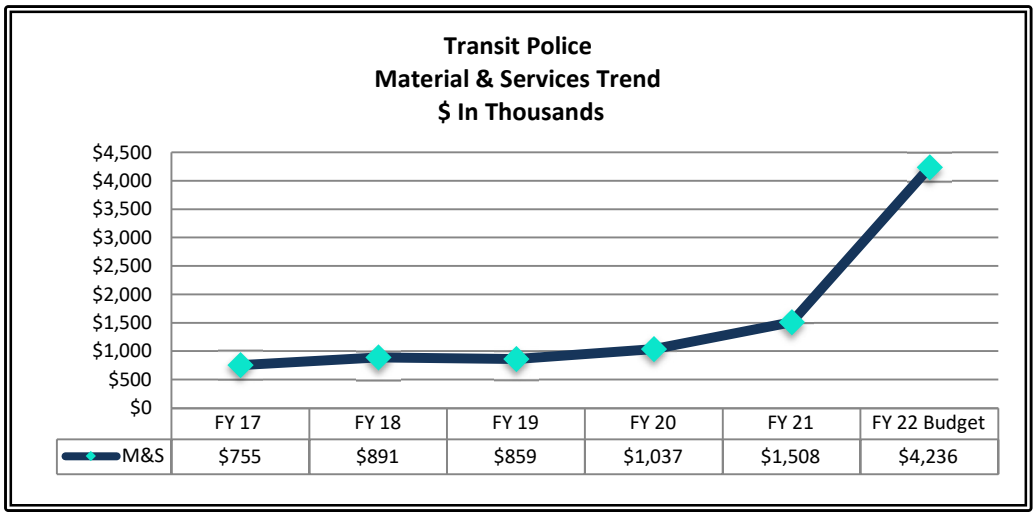
	TOTAL HEADCOUNT		
	Mgmt.	Police	Total
Administration	10	9	19
Patrol Bureau	23	115	138
Office of Professional Responsibility	8	28	36
Special Operations Bureau	22	58	80
Total Headcount	**63**	**210**	**273**

Budget

Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$1,651	$ -	$1,651
Patrol Bureau	10,461	4,236	14,697
Office of Professional Responsibility	2,996	-	2,996
Special Operations Bureau	6,364	-	6,364
Total	**$21,472**	**$4,236**	**$25,708**





Note: FY 2022 increase is due to additional security guards who will be deployed on the Market Frankford line to ensure customer safety.

Principal Responsibilities

Patrol Bureau
Ensure a safe work and travel environment and enhance the quality of life through law enforcement and protection against crime. Manage the three Transit Police Districts and overnight shifts responsible for patrol (primarily in uniform) of the Broad Street Subway Line, Market-Frankford Line, trolley lines, Regional Rail, and all SEPTA stations and properties.

Office of Professional Responsibility
Ensure the delivery of professional police services, quality control and the continuing education of the department's members. Responsible for the investigation of Transit Police misconduct; management of the body camera program; training of members; recruitment; background investigations and records management.

Special Operations Bureau
Responsible for counterterrorism prevention, specialized emergency response/rescue, criminal investigations and radio communications. Manages the Special Operations Response Team (SORT), Visible Intermodal Prevention Response (VIPR) Team, K9 operations, and responds to incidents requiring special weapons or equipment. Manages criminal investigation section, undercover operations, and communications.



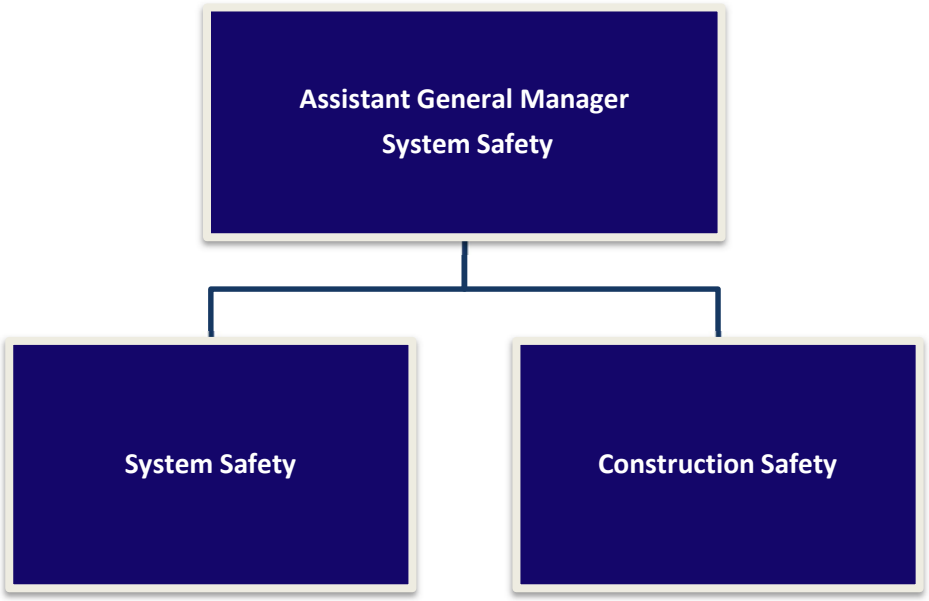
System Safety

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System Safety

Overview

SEPTA's System Safety Division consists of a team of experienced safety professionals who are dedicated to ensuring and enhancing the safety of SEPTA's employees and customers. This Division serves as the corporate safety consultants for all employees to ensure regulatory compliance with a variety of safety and environmental regulations.



Headcount

	OPERATING HEADCOUNT		
	Mgmt.	Clerical	Total
System Safety	24	-	24
Construction Safety	-	-	-
Total Operating Headcount	**24**	**-**	**24**

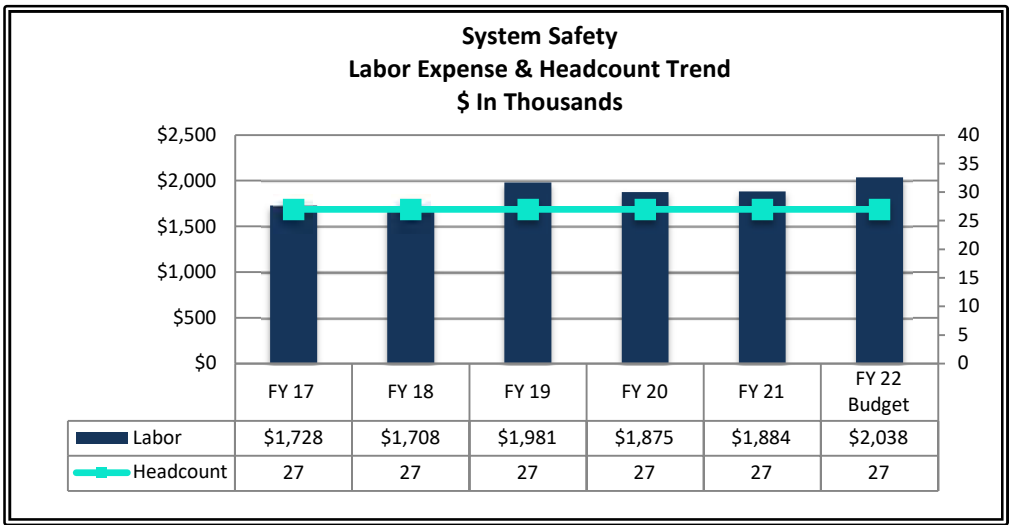
	CAPITAL HEADCOUNT		
	Mgmt.	Clerical	Total
System Safety	-	-	-
Construction Safety	3	-	3
Total Operating Headcount	**3**	**-**	**3**

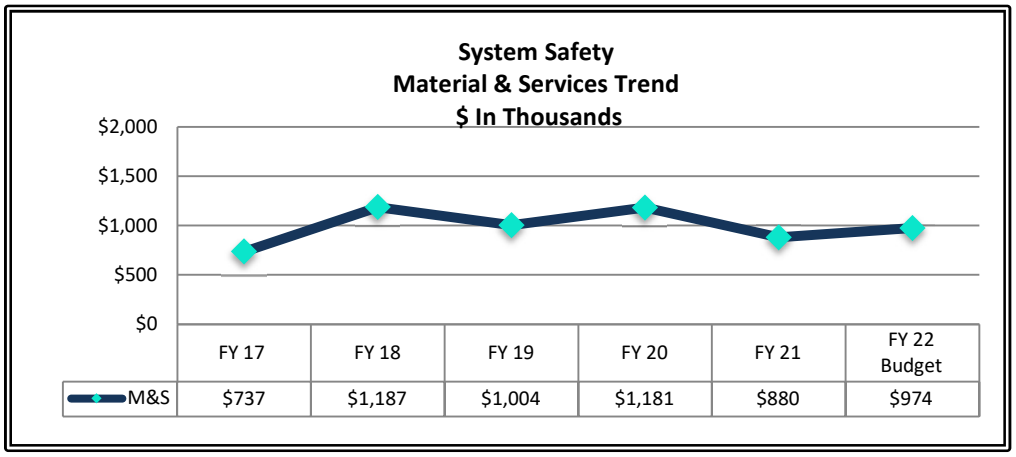
	TOTAL HEADCOUNT		
	Mgmt.	Clerical	Total
System Safety	24	-	24
Construction Safety	3	-	3
Total Operating Headcount	**27**	**-**	**27**

Budget

Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
System Safety	$ 2,038	$ 974	$ 3,012
Total	**$ 2,038**	**$ 974**	**$ 3,012**





Note: The increase in FY 2017 and FY 2018 Materials & Services expenditures reflects third party services for safety training, testing, and consulting.

Principal Responsibilities

SYSTEM SAFETY

System Safety performs a wide range of tasks that are designed to ensure and enhance the safety of our employees, customers, and the community. These tasks include the following:

- Develop, implement, and maintain a Safety Management System as detailed in the Authority's Safety Plans.
- Coordinate all functions related to safety throughout the Authority, including the potential for environmental and workplace health exposures.
- Routinely perform an enhanced level of safety inspections and audits. In addition to major accident investigations, also conduct occupational injury investigations and safety/risk management assessments.
- Conduct fire drills and evacuation exercises at all Authority locations.
- Direct the activities of the Joint Health and Safety Committee (JHSC) and oversee the Location Safety Committee (LSC) process.
- Assist in the coordination of multi-departmental initiatives to promote and internalize safety as the Authority's top priority.
- Provide consultation and support in the areas of environmental compliance and management of SEPTA's environmental activities.
- Oversee Environmental Site Characterization Assessments, Phase I and II Property Acquisition Assessments, and Remediation Projects.
- Oversee the Authority's International Organization for Standardization (ISO) 14001 Environmental and Sustainability Management System (ESMS).
- Manage the Property Conservation Program and the risk treatment process. Work to reduce risk exposure and implement effective risk control techniques at all Authority locations.
- Coordinate the collection and reporting of all safety statistics throughout the Authority and administer the reporting of those statistics to regulatory agencies.
- Conduct safety design reviews of SEPTA's capital construction projects.
- Conduct Safety Inspections and Audits of major Construction projects performed by both 3rd party contractors and SEPTA in-house forces.
- Serves as the Authority's Safety Liaison to various regulatory agencies; NTSB, FRA, FTA, EPA, PaDEP and PennDOT.

Fiscal Year 2022 Goals and Business Initiatives

STRATEGIC PLAN GOALS	FOCUS AREA	BUSINESS INITIATIVES
DEVELOP A PROACTIVE ORGANIZATION	Improve Employee Safety and Promote a Safe Work Environment	- Continue to lead employee-focused safety initiatives and safety awareness campaigns. - Implement FRA-compliant System Safety Plan. - Implement FTA-compliant Authority Safety Plan. - Reduce employee injuries by 5%. - Reduce vehicle crashes by 10%. - Reduce signal violations on rail modes by 10%.
	Increase Customer Safety Awareness	- Continue to lead customer-focused safety campaigns ("Make the Safe Choice", "Watch Their Step", "Respect the Train"). - Explore technology-based solutions to reduce vehicle accidents. - Reduce customer related incidents (e.g. falls into the tracks, fatalities, knockdowns, grade crossing incidents.) - Roll out New Customer Safety Awareness Campaigns.
	Ensure Responsible Environmental Management Through the Authority's Environmental and Sustainability Management System Program	- Maintain ISO 14001 certification at Berridge Shop. - Maintain ISO 14001 certification at Wayne Junction Shop. - Reduce vehicle engine idling at shops, facilities, loops, and terminals. - Reduce oil, fuel and coolant spills from vehicles. - Reduce SEPTA's carbon emission footprint. - Increase use of renewable energy sources.
	Develop a Safety-First Culture	- Continue the transition to Safety Management System (SMS)-compliant safety programs as required by FTA. - Utilize a data-driven approach to safety decision making. - Continue to develop innovative ways to enhance the Authority's overall safety culture. - Continue to enhance the number of Safety Training courses available to SEPTA employees. - Continue to promote a grass roots approach to hazard identification and mitigation through Safety Committees, Training, and Supervisor involvement.

Fiscal Year 2021 Accomplishments

Goals	Accomplishments
I. Improve Employee Safety and Promote a Safe Work Environment	• Implemented (60) different Safety Training Courses to assist over 8,000 employees in Safety Development, with emphasis on: • Workplace loss time injuries • Falls from platforms • Bus knockdowns • Fatalities on the tracks • Grade crossing collisions
II. Increase Customer Safety Awareness	• Customer/Community Safety Day for FY2021 was held virtually with the use of SEPTA Safety social media on Wednesday, May 6th, 2020. Due to the global pandemic the in-person award ceremony at MAST Charter School Philadelphia was postponed as well as the safety blitz at various stations. • Safe Turn Alert System now installed in more than 1374 of SEPTA's buses. • SEPTA System Safety continues to partner with Vision Zero, meetings via Zoom in March and SEPTA Safety Bus was included as a public tool/option for education in the Vision Zero Education Subcommittee report for 2020. This year the subcommittee has been changed to the VS Safe People Subcommittee. SEPTA Safety continues to support as the Vision Zero Leaders Toolkit is developed. • Due to Covid-19 restrictions SEPTA could not Conduct Station Safety Blitzes. System Safety and Communications Dept. utilized Social Media Platforms to promote World Suicide Prevention Day and Rail Safety Week in Sept. • Conducted (3) Operation Lifesaver presentations that reached over (293) customers.
III. Ensure Responsible Environmental Management Through a Comprehensive ESMS Program	• Berridge Shop ISO 14001 certification sustained and corrective action items being addressed. • Wayne Shop ISO 14001 certification sustained and corrective action items being addressed. • Anti-Idling Campaign for vehicle engines showing favorable reduction in fuel consumption and costs. • Fume / leak incidents inside revenue buses continue to be monitored for a reduction. • Safety Data Sheets (SDS) Electronic Tracking system is being utilized Authority wide. • Increase use of renewable energy sources.

Fiscal Year 2021 Accomplishments (continued)

Goals	Accomplishments
IV. Develop a Safety First Culture	• Authority wide training continues virtually for FTA SMS regulatory requirement. • SEPTA utilize a data-driven approach to safety decision making by sharing KPI's with internal & external stakeholders on a monthly basis. The System Safety Hazard Log, in addition to KPI's, is distributed internal/externally to mitigate hazards and prevent loss. • System Safety is currently working on the next Safety Culture Survey that will be distributed to all employees in the Fall of 2021. • System Safety offered 60 Safety Training courses available to SEPTA employees. 318 employees attended these courses since July 2020. • Operational Safety enhanced the Employee Safety Hazard Line in 2020 to include Near Miss reporting. Safety Hazard Line posters were updated, printed, and distributed to all Location Safety Committee (LSC) locations for posting. As part of February 2020 Authority wide employee safety day, the safety hazard line was highlighted with the near miss reporting. A Signal Violation Committee and a Falls to the Track Committee continue to review incidents and are working on ways to mitigate these incidents.



Deputy General Manager/Operations, EM&C and Vehicles

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Deputy General Manager/Operations, EM&C and Vehicles

Overview

The Deputy General Manager/Operations, EM&C and Vehicles Staff includes a divisional assistant general manager and various department heads who are responsible for operational and administrative functions that support the operations, equipment, and infrastructure of the Authority.

The Deputy General Manager/Operations, EM&C and Vehicles Staff includes four departments that are reported upon in this section, namely Deputy General Manager Direct Reports, Vehicle Engineering, Real Estate, and Strategic Initiatives.

There are two major divisions that report to the Deputy General Manager/Operations, EM&C and Vehicles. The divisions they are responsible for include: EM&C and Operations. Details concerning these two divisions are summarized separately within this document.

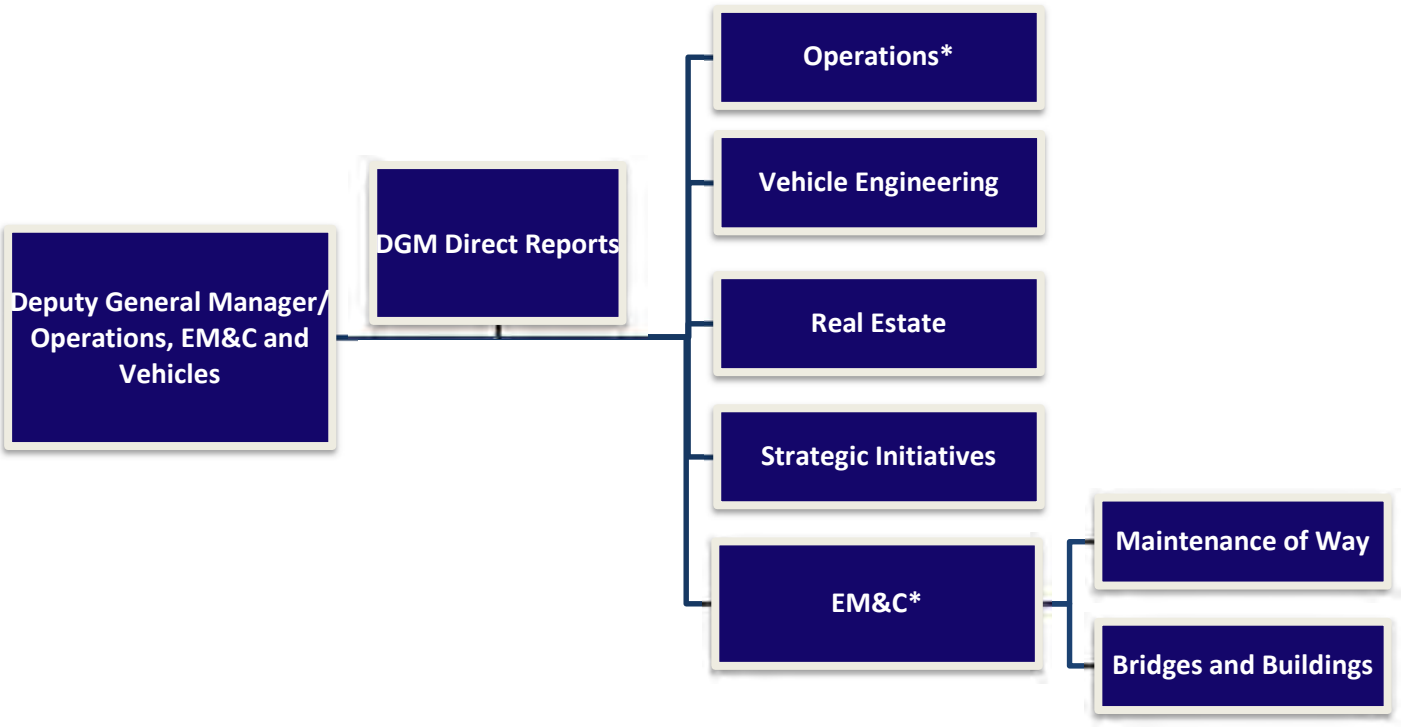
Headcount

OPERATING HEADCOUNT				
	Mgmt.	Clerical	Maint.	Total
DGM Direct Reports	4	-	-	4
Vehicle Engineering	28	2	-	30
Real Estate	10	3	-	13
Strategic Initiatives	9	-	5	14
Total Operating Headcount	**51**	**5**	**5**	**61**

CAPITAL HEADCOUNT				
	Mgmt.	Clerical	Maint.	Total
DGM Direct Reports	2	-	-	2
Vehicle Engineering	31	2	-	33
Real Estate	-	-	-	-
Strategic Initiatives	17	-	-	17
Total Capital Headcount	**50**	**2**	**-**	**52**

TOTAL HEADCOUNT				
	Mgmt.	Clerical	Maint.	Total
DGM Direct Reports	6	-	-	6
Vehicle Engineering	59	4	-	63
Real Estate	10	3	-	13
Strategic Initiatives	26	-	5	31
Total Headcount	**101**	**7**	**5**	**113**

Deputy General Manager/Operations, EM&C and Vehicles



The Deputy General Manager/Operations, EM&C and Vehicles has two divisions and four departments that are direct reports.
*Indicates divisions which are reported separately in this document.

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
DGM Direct Reports	$849	$46	$895
Vehicle Engineering	3,147	2,880	6,027
Real Estate	952	4,702	5,654
Strategic Initiatives	980	186	1,166
Total	**$5,928**	**$7,814**	**$13,742**

Principal Responsibilities

VEHICLE ENGINEERING

BUS VEHICLE ENGINEERING
Oversees the engineering for bus, trolleybus, and non-revenue generating vehicle fleets. Responsible for the acquisition of new fleets of vehicles including bus, CCT, and utility vehicles.

Engineering
Provides all engineering support including specifications, drawings, vehicle modifications, and system upgrades for all bus fleets. Investigates and resolves bus and fleet technical issues. Support is provided to heavy maintenance facilities and CCT vehicle maintenance.

New Vehicles
Oversees the purchase of all new bus, trolleybus, CCT, and utility vehicles. Manages the procurement, production, inspection, acceptance, and contract deliverables (e.g. spare parts, manuals, and warranty administration) for various automotive vehicle contracts.

RAIL VEHICLE ENGINEERING
Oversees the engineering for light rail, subway-elevated, and Regional Rail fleets and is responsible for all new rail vehicle acquisitions.

Engineering
Provides all engineering support including specifications, drawings, vehicle modifications, and system upgrades for all rail fleets. Investigates and resolves rail fleet technical issues. Support is provided to heavy maintenance facilities.

New Vehicles
Oversees the purchase of all new rail vehicles. Manages the procurement, production, inspection, acceptance, and contract deliverables (e.g. spare parts, manuals, and warranty administration) for various rail vehicle contracts.

REAL ESTATE

Property Development and Acquisition

This unit within the Real Estate Department manages real property transactions dealings on behalf of the Authority, including activities pertaining to the acquisition, development, leasing, and sale of SEPTA-owned properties. Department staff works with external parties in the joint development of SEPTA owned or controlled properties, performs needs assessments, market research and valuations to secure agreements. Staff also manages existing revenue agreements and the establishment of new revenue generating utility occupancy arrangements.

Headquarters' Support Services Management/Administration

This unit oversees office space planning, design and implementation, and day-to-day facilities management (performed by third party contractors) for SEPTA Headquarters' at 1234 Market Street. Staff acts as liaison with contracted building operations management and SEPTA in-house labor. Coordinating the utilization of pool vehicles and the administration of all contracted vendateria services are also conducted by the Staff of this unit.

Mail and Document Reproduction Services

This unit manages the operation of the mail room and the performance of mail services in compliance with the applicable labor contract and U.S. Postal requirements. Staff also oversees and manages centralized document reproduction services.

STRATEGIC INITIATIVES

Oversees key multi-divisional initiatives and departmental functions, including: SEPTA's Asset Management program; Project Control; Support Services; Interagency Coordination; and implementation of new multi-divisional initiatives.

Asset Management

Asset Management is responsible for the implementation of the Asset Management Program in accordance with FTA requirements. The department provides stewardship of SEPTA's Asset Management Plan and decision support tools. This group is also responsible for the analysis and reporting of condition and performance data for fleet and infrastructure, development of asset management strategies and long range plans, and facilitating the implementation of software systems to support these efforts.

Project Control

Project Control is responsible for budgeting, cost control, scheduling, claims management, cost engineering and quality assurance/quality within Engineering, Maintenance and Construction and capital program systems. Responsible for the centralized monitoring and reporting of SEPTA's Capital Spending Program, including the publication of the monthly Capital Performance Report and the annual Capital Spending Forecast. Provide cost estimating services for Divisional projects.

Support Services

Support Services manages and supports external and internal customer service efforts ensuring that EM&C is responsive, aware of, and sensitive to issues affecting customers, neighbors, and stakeholders. Responsible for serving as a liaison with all external and internal customers outside EM&C. Support Services also provides ongoing maintenance of employee locations that have received Facilities Improvement Team (FIT) remodels, ensuring that this substantial investment in workplace quality and morale is continually improved throughout the Authority.

Fiscal Year 2022 Goals and Business Initiatives

STRATEGIC PLAN GOALS	FOCUS AREA	BUSINESS INITIATIVES
DELIVER A SEAMLESS TRANSIT NETWORK	Vehicle Engineering	- Provide vehicle support for the trolley modernization program. - Continue to implement Market-Frankford Line capacity enhancement initiatives, such as interior seating, as well as support continuing structural repairs. - Complete specification for M4 replacement fleet. - Advance the following ongoing vehicle procurements: (1) Initiate 340 hybrid bus order. (2) Continue program to procure 45 multi-level push-pull rail cars for Regional Rail - Support Vehicle Maintenance efforts to rehabilitate four PCC-II trolleys per year.
	Real Estate	- Continue the acquisition, development, leasing, and sale of SEPTA-owned properties. - Evaluate opportunities for transit oriented development and other public-private partnerships. - Assist with internal management reorganization and related physical modifications.
DEVELOP A PROACTIVE ORGANIZATION	Strategic Initiatives	- Monitor and report on capital budgets and schedules to proactively address any potential issues. - Maintain State of Good Repair database to provide a capital asset inventory and an analysis of capital investment backlog and investment initiatives. - Support customer service in responding to operations and infrastructure inquiries. - Enhance existing SEPTA software support tools for capital project management.

Deputy General Manager/Operations, EM&C and Vehicles

Fiscal Year 2021 Accomplishments

Focus Areas	Accomplishments
I. Vehicle Engineering	• Advanced and completed delivery of 525 hybrid electric bus order. • Completed delivery of 225 CCT Paratransit vehicles. • Supported extensive engineering efforts to repair structural problems on M-4 vehicles. • Began rehabilitation of severely corroded PCC-II fleet. • Completed specification of new LRV as part of the Trolley Modernization Program.
II. Real Estate	• Completed Stone Arch Bridge Culverts Project- Acquired 11 temporary construction easements. • Continued advancing ESCO Projects. • Continued reviewing the existing pipe and wire term agreements to determine additional revenue opportunities. • Updated Occupancy Fiber Optic Rate Card. • Ground lease & joint development of property located at SEPTA's Powelton Yard. • Continued implementing the New Emergency Safety procedures at 1234 Market Street. • Continued implementing COVID-19 safety procedures in accordance with CDC guidelines at 1234 Market Street. • Renovated 1234 Market Street 3rd floor for the Surface Simulator Project.
III. Strategic Initiatives	• Completed monthly project budget and schedule reports. • Maintained the State of Good Repair database and initiated asset condition updated. • Supported customer service in responding to operations and infrastructure inquiries.



SEPTA

Operations

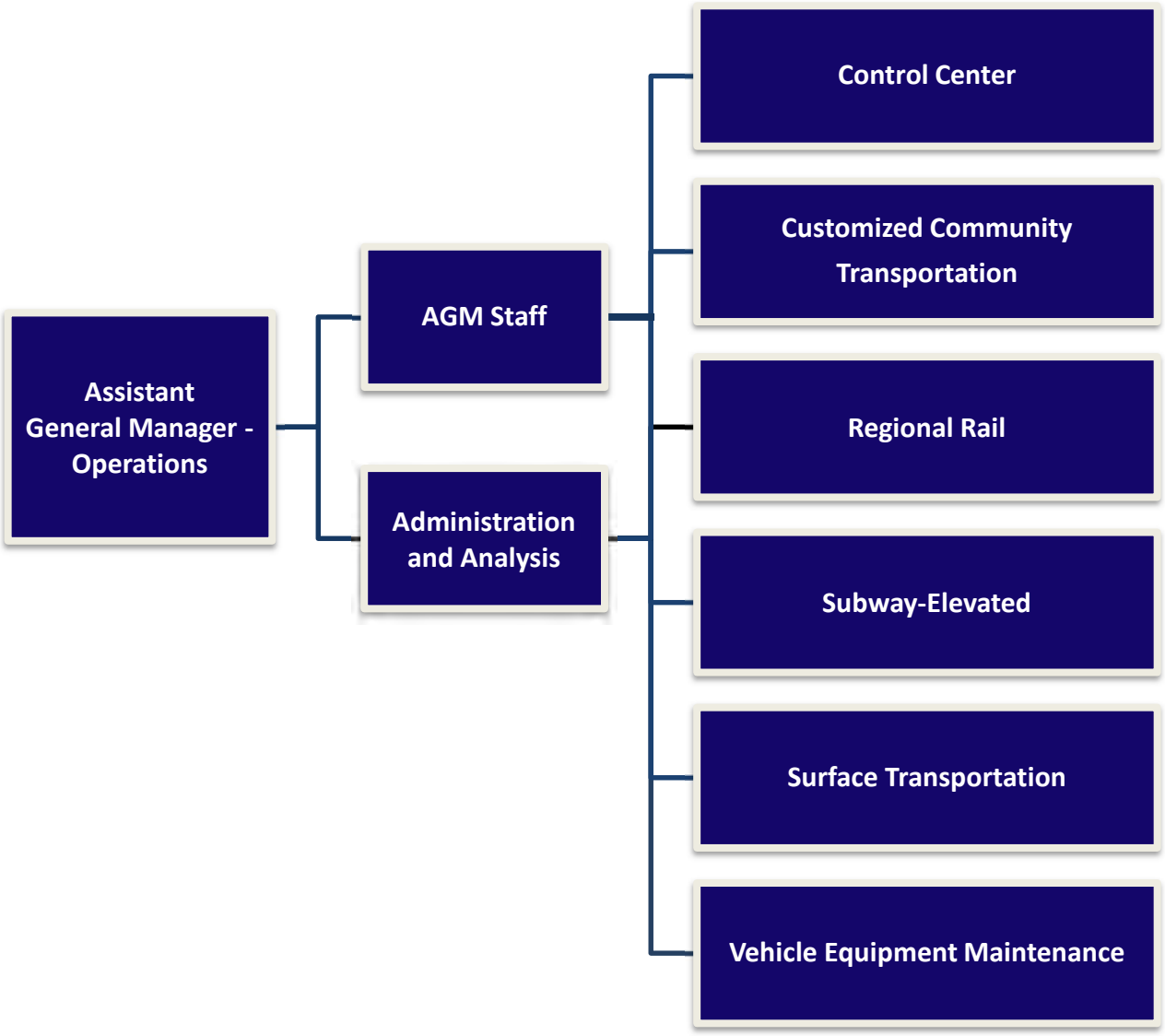
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Operations

Overview

The Operations Division includes the following departments: Vehicle Equipment Maintenance, Control Center, Customized Community Transportation (CCT), Regional Rail, Subway-Elevated, Surface Transportation, AGM Staff, and Administration and Analysis. The Division provides long term goals related to these areas of responsibility.

The Operations Division provided 105.9 million annual passenger trips in Fiscal Year 2021, while operating 81.2 million vehicle miles. Total passenger miles exceeded 480 million. The Division operates 2,845 revenue vehicles on 148 fixed routes, which have approximately 1,570 route miles and over 600 miles of track. The Operations Division also operates and provides service to 289 stations.



Headcount*

OPERATING HEADCOUNT						
	Mgmt.	Clerical	Maint.	Transp.	Cashier	Total
Administration and Analysis	13	1	-	-	-	14
AGM Staff	7	-	-	-	-	7
Customized Community Transportation	85	-	-	24	-	109
Control Center	91	11	-	4	-	106
Regional Rail	70	41	5	679	-	795
Subway-Elevated	93	3	282	175	305	858
Surface Transportation	183	20	-	2,710	-	2,913
Vehicle Equipment Maintenance	166	33	1,566	-	-	1,765
Total Operating Headcount	**708**	**109**	**1,853**	**3,592**	**305**	**6,567**

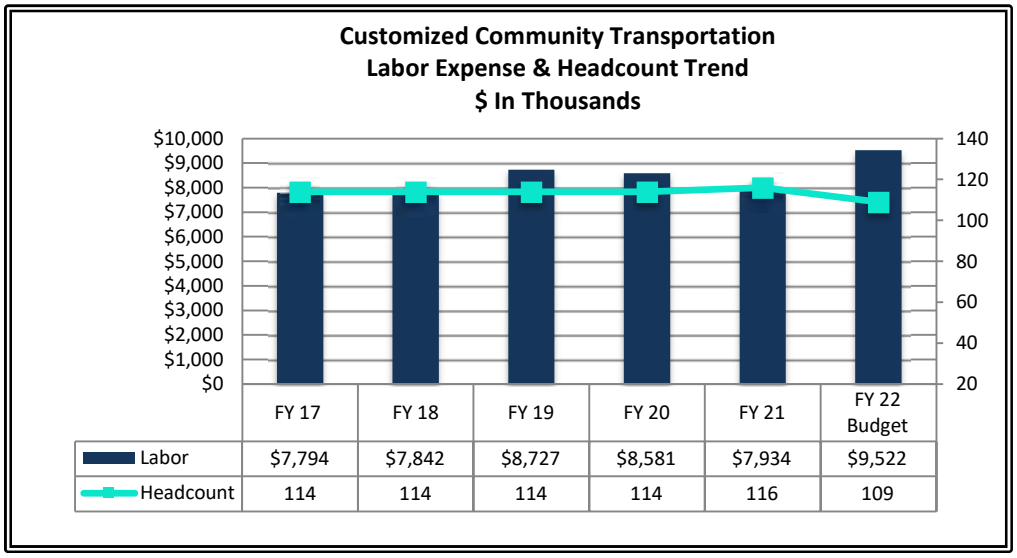
CAPITAL HEADCOUNT						
	Mgmt.	Clerical	Maint.	Transp.	Cashier	Total
Administration and Analysis	-	-	-	-	-	-
AGM Staff	-	-	-	-	-	-
Customized Community Transportation	-	-	-	-	-	-
Control Center	-	-	-	-	-	-
Regional Rail	1	-	-	-	-	1
Subway - Elevated	1	-	-	-	-	1
Surface Transportation	-	-	-	15	-	15
Vehicle Equipment Maintenance	28	1	226	-	-	255
Total Capital Headcount	**30**	**1**	**226**	**15**	**-**	**272**

TOTAL HEADCOUNT						
	Mgmt.	Clerical	Maint.	Transp.	Cashier	Total
Administration and Analysis	13	1	-	-	-	14
AGM Staff	7	-	-	-	-	7
Customized Community Transportation	85	-	-	24	-	109
Control Center	91	11	-	4	-	106
Regional Rail	71	41	5	679	-	796
Subway-Elevated	94	3	282	175	305	859
Surface Transportation	183	20	-	2,725	-	2,928
Vehicle Equipment Maintenance	194	34	1,792	-	-	2,020
Total Headcount	**738**	**110**	**2,079**	**3,607**	**305**	**6,839**

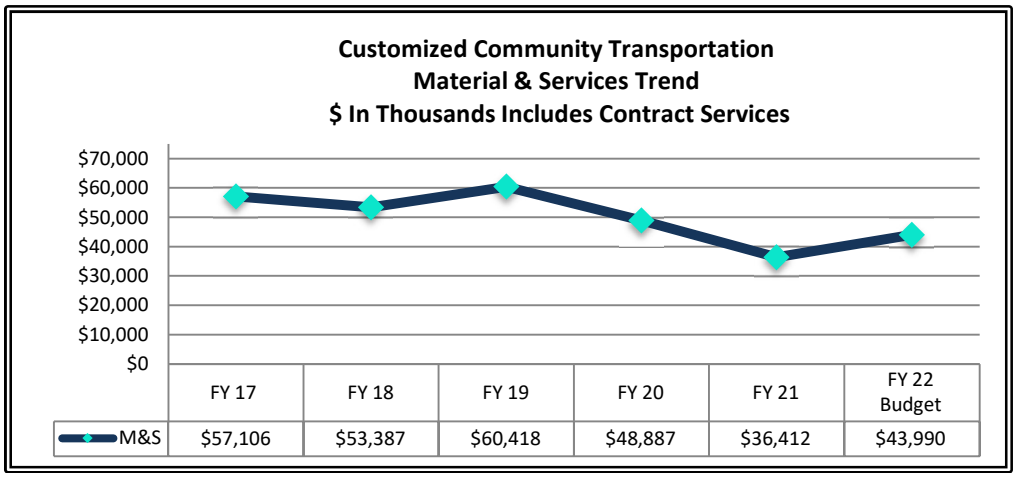
Budget

Amounts in Thousands ('000)

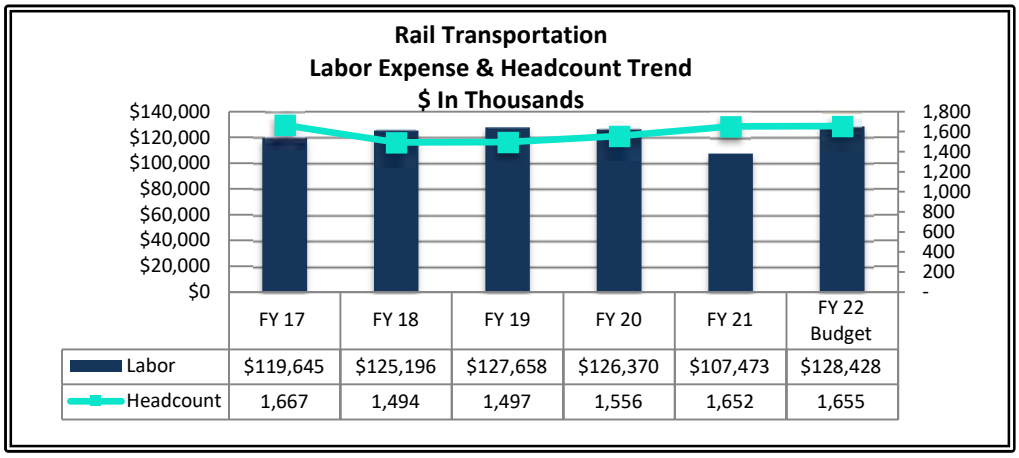
	Net Labor	Material & Services	Total
Administration and Analysis	$992	$1,690	$2,035
AGM Staff	1,195	10	1,205
Customized Community Transportation	9,522	6,132	15,654
Control Center	9,698	154	9,852
Rail Transportation – Subway-Elevated	57,115	1,193	58,308
Rail Transportation – Regional Rail	71,313	7,576	78,889
Surface Transportation	224,982	971	225,953
Vehicle Equipment Maintenance	124,166	44,532	168,698
Total	**$498,983**	**$62,258**	**$561,241**



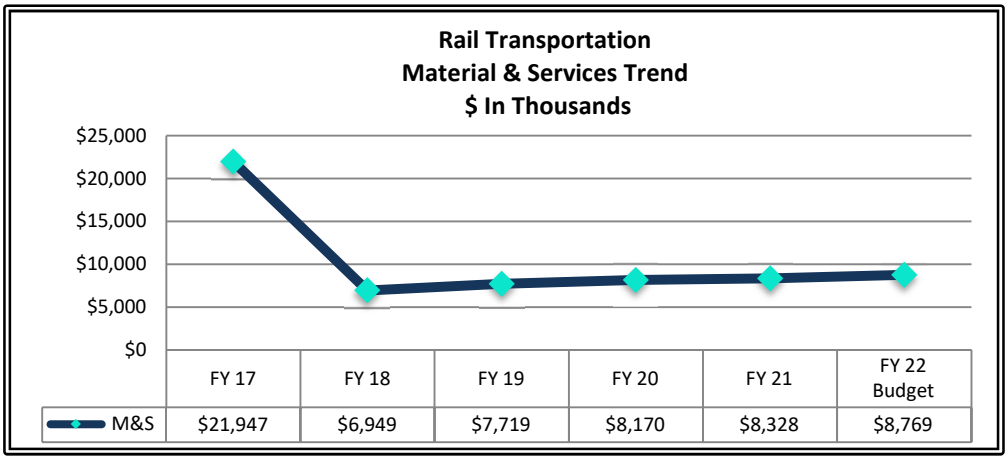
Note: FY 2019 labor increase was due to additional labor to support ADA/senior citizen eligibility screening utilizing part-time employees. FY 2020 decrease was due to a hiring freeze and other cost savings initiatives implemented in March 2020 resulting from the impact of the Covid-19 pandemic.



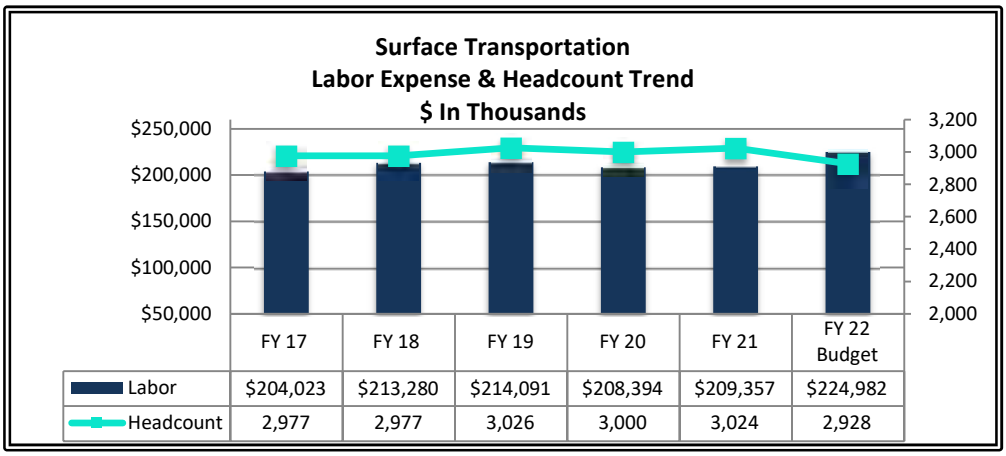
Note: Customized Community Transportation budget includes $38.6 million in ADA and Shared Ride contract services. FY 2020 and FY 2022 costs were lower due to the Covid-19 pandemic's impact on ridership.



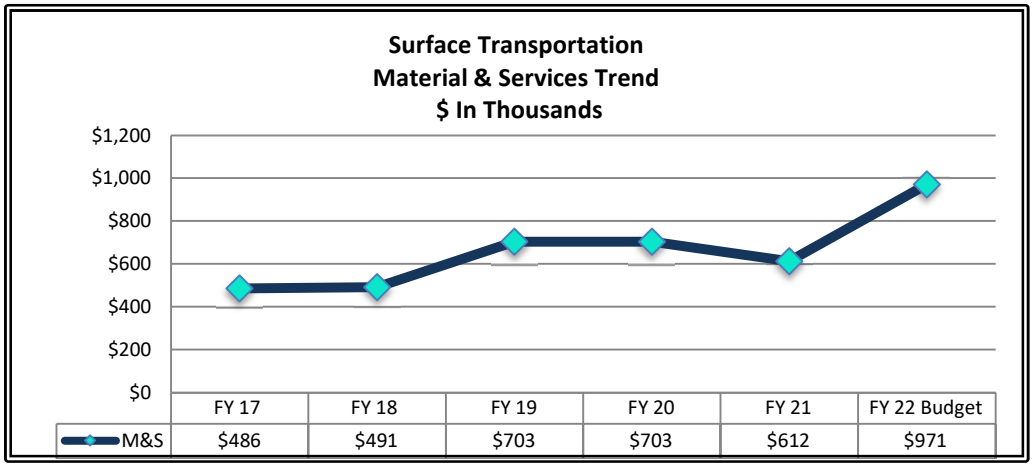
Note: NPT Integration was transferred to New Payment Technologies in FY 2018 to report under the Deputy General Manager/Treas. FY 2020 and FY 2022 costs were lower due to service reduction implemented during the COVID-19 pandemic.

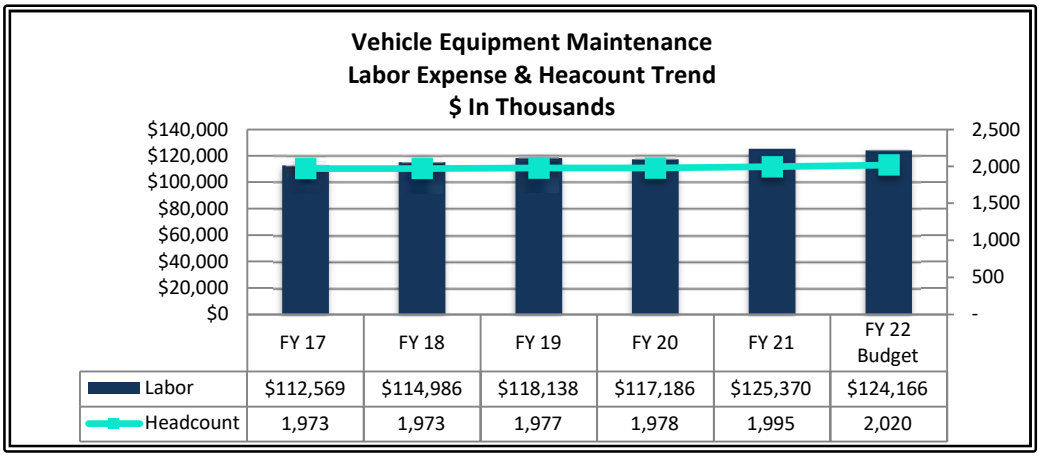


Note: Decrease in FY 2018 reflects New Payment Technologies transfer from Rail Transportation to the Deputy General Manager. FY 2020 and FY 2021 increase reflects higher 3rd party contract maintenance service costs.

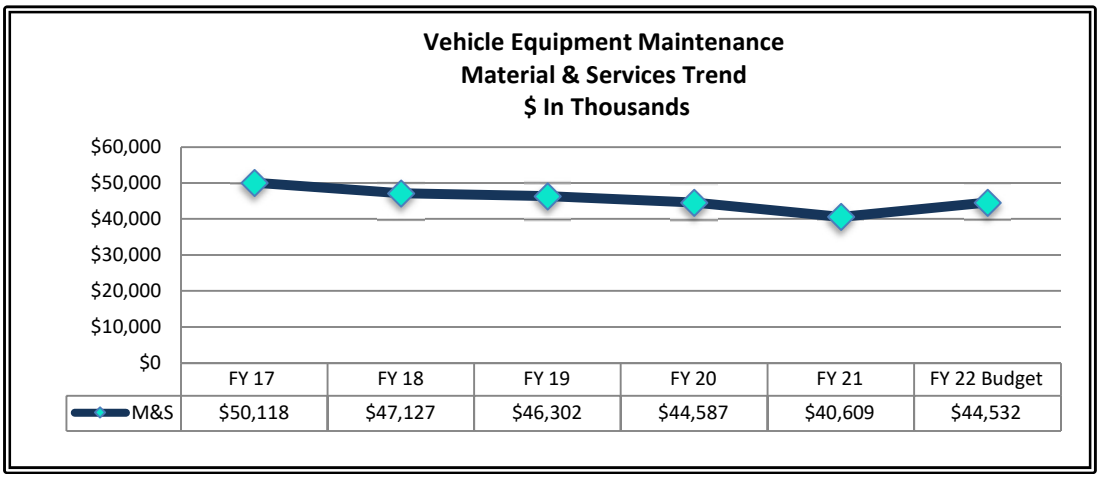


Note: Increase in FY 2019 headcount reflects Project and Control Center Coordination transfer of positions to Surface Transportation. FY 2020 headcount decrease reflects transfers to new Control Center – Transit Department partially offset by added bus operators to support the new Route 49 service. FY 2021 includes the addition of bus operator trainees.





Note: FY 2020 costs were lower due to vacancies and cost saving initiatives implemented in mid-March resulting from the impact of the COVID-19 pandemic.



Note: FY 2020 costs were lower due to cost saving initiatives implemented in mid-March resulting from the impact of the COVID-19 pandemic.

Principal Responsibilities

ADMINISTRATION AND FINANCE
Coordinate and manage the administrative and financial activities for the Operations Division.

Cost Control
Coordinate the development, submission, and monitoring of Operating and Capital Budgets for the Operations Division.

Performance Statistics Control
Develop and monitor performance statistic goals for the Operations Division, which support SEPTA's mission and strategic goals.

Human Resource Administration
Manage the process of hiring personnel for the Operations Division in accordance with service requirements. Ensure compliance with SEPTA's Human Resources policies.

Customer Service
Process and expedite all customer correspondence routed through the Operations Division.

Record Retention
Coordinate compliance with record retention policies.

Special Projects
Coordinate all logistics and activities related to service interruptions, major sporting events and various other annual events, including the Philadelphia Flower Show and Philly Spring Clean-Up.

CUSTOMIZED COMMUNITY TRANSPORTATION (CCT)

Customized Community Transportation (CCT) is responsible for the operation of SEPTA's two demand response services, ADA Paratransit and Shared Ride Program transportation. This full service operation, from advance reservations and customer service to shared trip completion, operates under the name "CCT Connect". It coordinates development of Requests for Proposals to contract for private operation of new services and provides for the efficient administration of existing contract carrier operations.

CCT coordinates SEPTA's compliance with the Americans with Disabilities Act (ADA) as it pertains to service, equipment and facilities, advising other operating departments on implementing accessible fixed-route service and facility improvements. CCT also serves as liaison between various SEPTA Divisions and the SEPTA Advisory Committee for Accessible Transportation (SAC).

CCT also administers eligibility screening for the following programs: PA Disability Transit ID, Senior Citizen Transit ID and Personal Care Attendants on Transit ID. In addition, CCT provides travel training by certified professionals to instruct customers how to travel independently on public transportation. This service is offered on a one-to-one basis or as part of designed instruction for a group in partnership with several local universities and Philadelphia high schools. CCT oversees the Authority's customized small bus operations and public-private partnerships via its Contract Operations Department.

CCT CONNECT

ADA Services
Provide advance-reservation, ride-sharing paratransit service for eligible disabled riders in Bucks, Chester, Delaware, Montgomery, and Philadelphia counties.

Shared Ride Program (SRP)
Provide advance-reservation, ride-sharing transportation for Philadelphia County riders age 65 and older, regardless of income or disability status.

CONTRACT OPERATIONS

Breeze
Operates SEPTA's small bus service known as the Horsham "Breeze". This service provides transportation designed to meet the needs of employers in the Willow Grove and Horsham business centers. The Breeze operates weekday and Saturday service.

Micro-Transit Pilot
Owl Link
A pilot program to support late night and shift work job opportunities in lower Bucks County, specifically riders using our Route 14, 56 or 66 scheduled bus service. This service operates 7 days per week between 10:30 p.m. and 6:00 a.m. using CCT vehicles with special Owl Link branding. Prior advanced reservation is available.

LUCY
Operates a fixed route bus loop in the University City area of West Philadelphia. The service is funded by subsidies from the University City District and operates weekday service only.

Cornwells Heights Shuttle
Operates a small bus shuttle within the 1,600-space park-and-ride lot at Cornwells Heights train station. Cornwells Heights operates weekday service only.

Contracted Services
Provides management oversight and compliance of contracts between SEPTA and third party providers of fixed route services. Currently, it oversees the Route 204 service (Eagleview-Paoli Station) which operates seven days a week.

CONTROL CENTER
The Control Center is a centralized facility that manages the safe and efficient movement of subway/elevated, light rail trolley, and bus operations and provides customer service alerts to our passengers. All Control Center functions, and associated equipment are located at SEPTA's 1234 Market Street headquarters on the 19th floor. The Control Center personnel are responsible for ensuring that SEPTA's established service levels are maintained 24 hours a day, 7 days a week.

RAIL TRANSPORTATION - REGIONAL RAIL
Oversee all transportation, customer service, and station operation for the railroad system. The Regional Rail system includes 280 route miles and 13 lines or branches.

RAIL TRANSPORTATION - SUBWAY-ELEVATED
Provides train service, customer service, and station cleaning services to the Market-Frankford and Broad Street Lines.

Subway-Elevated Transportation Services
The MFL operates trains each weekday between the Frankford Transportation Center and the 69th Street Terminal. The BSL operates revenue trains each weekday between the Fern Rock Transportation Center and NRG Station as well as along the Ridge Avenue Spur. The stations group oversees the Cashiers who assist customers with fare instrument purchases and navigation of the Subway-Elevated system.

Subway-Elevated Custodial Services
The Subway-Elevated Custodial Services group oversees the cleaning of 28 Market-Frankford Subway-Elevated stations, 25 Broad Street Subway stations, and 8 trolley stations.

SURFACE TRANSPORTATION
Operates surface transit modes throughout the five county service area with service originating from nine operating locations in the region. Each operating district has full responsibility for transportation service of the transit fleet in that location.

The nine operating districts operate a total of 121 bus, 3 trolleybus routes, 8 trolley (light rail) routes, and 1 interurban high speed (heavy rail) line. It should be noted that the number of bus routes identified by operating district in this section differs from the total number reported elsewhere, due to 13 bus routes that are operated out of more than one district as operating conditions necessitate. The 9 operating districts in Surface Transportation are:

1. **Allegheny** - operates 8 bus routes
2. **Callowhill** - operates 12 bus routes, in addition to trolley (light rail) Routes 10 and 15
3. **Comly** - operates 15 bus routes
4. **Elmwood -** operates trolley (light rail) Routes 11, 13, 34, and 36
5. **Frankford** - operates 13 bus routes and 3 trolleybus routes
6. **Midvale** - operates 25 bus routes
7. **Southern** - operates 18 bus routes
8. **Frontier** - operates 23 bus routes
9. **Victory –** operates 20 bus routes, 2 trolley (light rail) Routes 101 and 102, and 1 heavy rail Route 100

VEHICLE MAINTENANCE

BUS MAINTENANCE
Performs all maintenance aspects for bus, trolley bus, and non-revenue generating fleets as well as bus and utility vehicle preventive maintenance overhauls at ten maintenance facilities and backshops.

RAIL MAINTENANCE

Rail Transit Maintenance

Performs all maintenance aspects for trolley, Norristown High Speed Line, and Subway-Elevated fleets as well as all rail vehicle preventive maintenance overhauls at eleven maintenance facilities and backshops.

Regional Rail Maintenance

Performs all maintenance aspects for the Regional Rail fleet as well as all Regional Rail vehicle preventive maintenance overhauls at five maintenance facilities.

Fiscal Year 2022 Goals and Business Initiatives

STRATEGIC PLAN GOALS	FOCUS AREA	BUSINESS INITIATIVES
PROVIDE AN INTUITIVE EXPERIENCE	Drive the Economy	- Monitor and evaluate service levels on all modes. Modify service as needed to accommodate the needs of the region and encourage increased ridership. - Continue to evaluate ridership and customer travel patterns to develop improved service plans and rebuild ridership in the post-pandemic era. - Implement Phase 3 of Trapeze Ops within Surface & Subway/Elevated. - Implement Train Plan scheduling software on Regional Rail. - Advance the bus and Regional Rail vehicle procurements. - Utilize the Employee Development Plans created in 2019 to develop succession plans and improve management's overall performance through training opportunities and creative professional development methods. - Implement improved training for new managers. - Create and implement an operator/conductor sensitivity program for working with customers with disabilities. - Develop a phased three-year plan for increasing mechanic staffing, taking into consideration the newly acquired locomotives, the arrival of the multi-level railcar fleet, and the increase in bus fleet size. - Continue to foster and maintain a workplace of inclusion.
	Enhance Cleaning for Stations and Vehicles	- Improve cleaning efforts throughout the system. 1. Develop and promote new standards of excellence for cleanliness on vehicles and in stations. Expand programs to address night and weekend service levels. 2. Implement training for all Maintenance Custodians and Custodial Service Managers on "work from height" protections. - Promote a data-driven approach to vehicle and station cleaning by implementing key performance indicators including but not limited to: 1. Station washdown frequency 2. Maintenance Custodians per station (type of station, area, etc.) 3. Vehicle houseclean frequency 4. Vehicle cleaners per vehicle
DEVELOP A PROACTIVE ORGANIZATION	Advance Sustainability	- Support recycling efforts as well as other critical sustainability initiatives. - Assist with the manufacturing, delivery, and quality assurance of: 1. Hybrid and Battery-Electric bus fleet 2. Multi-Level rail vehicles - Continue to advance the Authority's "Triple Bottom Line" Sustainability Program.

Fiscal Year 2022 Goals and Business Initiatives (continued)

STRATEGIC PLAN GOALS	FOCUS AREA	BUSINESS INITIATIVES
DEVELOP A PROACTIVE ORGANIZATION	Support Safety and Public Health	-Maintain the Authority's Safety Management System (SMS) in compliance with FTA regulations and the State Safety Oversight Program. - Continue to follow through on the Operational Safety Improvement Program (OSIP). - Continue installation of permanent operator security shields on the Surface fleet. - Continue Market-Frankford Line bolster repair to achieve goal of 40 completed cars per year. -Continue overhaul of PCC II fleet to achieve goal of four cars per year -Advance vehicle ventilation improvement program
DELIVER A SEAMLESS NETWORK	Support Equity & Quality of Life	- Use a multi-faceted approach to improving customer communications during delays, service interruptions, and detours including: 1. Achieve 100% compliance for "Route Detoured" display on bus destination signs for detoured routes. 2. Improve rail station and bus stop communication to customers. This includes information delivered by the Control Center Information Managers (CCIM) as well as information delivered via signs posted, personnel assigned to the area and audible announcements. 3. Improve detour announcements by Surface Operators to 90%. 4. Develop a comprehensive template for informational wayfinding for each project or abnormal service incident. - Improve wayfinding throughout the system. - Implement the Traveler Information System for CCT customers. - Monitor MDBF performance of all vehicle modes and aggressively address adverse trends as they arise. Look for opportunities to improve performance, including the review of best practices from other transit agencies. - Continue efforts to improve surface bus reliability and increase ridership through participation in the Comprehensive Bus Network Redesign. - Continue to implement Market-Frankford Line capacity enhancement initiatives, such as interior seating reconfiguration and conceptual study for 8-car platforms - Support efforts to rebuild the trolley network through participation in the Trolley Modernization project. - Continue to support expanded capital construction activities across the Authority by providing vehicles for bus substitution efforts.

STRATEGIC PLAN GOALS	FOCUS AREA	BUSINESS INITIATIVES
DELIVER A SEAMLESS NETWORK	Support Equity & Quality of Life (continued)	-Support the King of Prussia Rail extension project. -Support and plan for the restoration of the Elwyn to Middletown segment of the Media/Elwyn Regional Rail Line. -Improve employee engagement/satisfaction efforts through the use of tangible programs focused on recognizing employee's hard work and promoting team-building. -Continue to promote a data-driven approach to business decision making.

Fiscal Year 2022 Goals and Business Initiatives (continued)

Fiscal Year 2021 Accomplishments

Goals	Accomplishments
I. Customer Experience	a) Supported the City of Philadelphia's Transit Plan including full participation in the various CONNECTS committees and sub-committees. b) Used a multi-faceted approach to improving customer communications during delays, service interruptions, and detours including: • Improved service alerts from the Control Center Information Managers (CCIM). The alerts are made often and include projections on when service will return to normal so that customers can make informed decisions. • Improved on-board communications between operators/crews and customers. Vehicle personnel give verbal information to customers often and in the same manner as is being given by the Control Center. c) Ensured that CCIMs and Railroad Announcers are properly mixing automated announcements with live announcements during service delays and interruptions. d) Improved cleaning efforts throughout the system. • Supported SEPTA's Cleaning Task Force in evaluating new products, new processes, and innovative technologies to improve cleaning of vehicles and stations. • Supported SEPTA's Clean Air Task Force in evaluating new methods of air filtration in SEPTA's vehicles and facilities. e) Continued to advance Action Plan to aggressively address areas of improvement identified by the 2018 Customer Satisfaction Survey.
II. Employee Development	a) Supported the Women-In-Trades initiative. b) Developed improved training for new managers.

Fiscal Year 2021 Accomplishments (continued)

Goals	Accomplishments
III. Rebuilding the System	a) Continued to support expanded capital construction activities across the Authority by providing vehicles for bus substitution efforts. b) Continued to implement Market-Frankford Line capacity enhancement initiatives, such as interior seating reconfiguration and conceptual study for 8-car platforms. c) Supported efforts in advancing the Trolley Modernization project. d) Supported the King of Prussia Rail extension project.
IV. SEPTA is a Business	a) Supported recycling efforts as well as other critical sustainability initiatives. b) Advanced the bus and Regional Rail vehicle procurements.
V. Safety as the Foundation	a) Successfully implemented the Authority's Safety Management System (SMS) in compliance with FTA regulations and the State Safety Oversight Program. b) Followed through on the Operational Safety Improvement Program (OSIP). c) Continued installation of permanent operator security shields on the Surface fleet. d) Continued implementation of audible bus turn warning system on bus fleet.



SEPTA

Engineering, Maintenance and Construction

Engineering, Maintenance and Construction

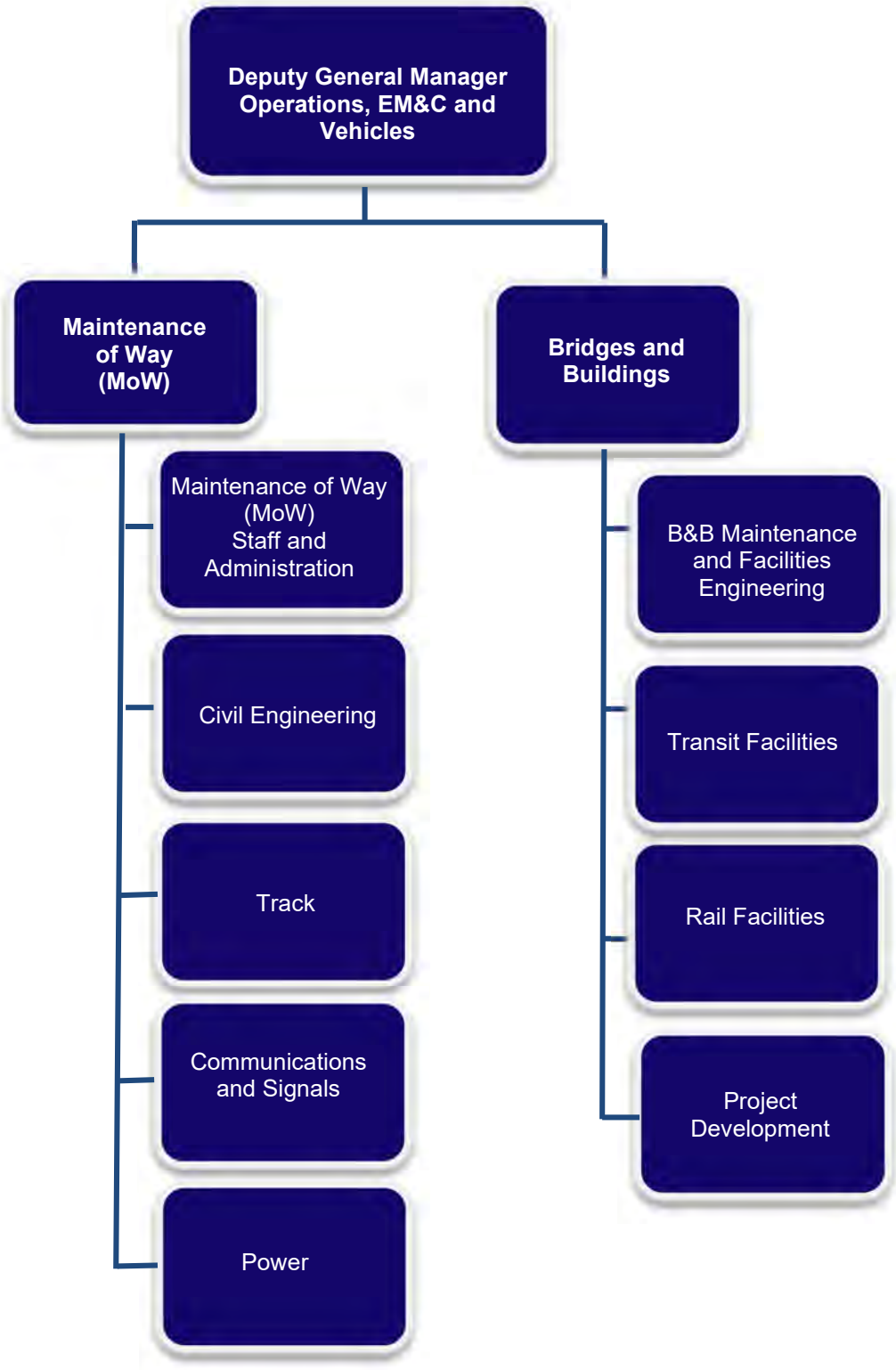
The Engineering, Maintenance and Construction (EM&C) Division is responsible for all engineering and maintenance related to the Authority's civil engineering, stations, buildings, bridges, track, communications, and signal and power systems. The Division is also responsible for capital construction of both transit and Regional Rail facilities and right-of-way elements.

Headcount

	OPERATNG HEADCOUNT			
	Mgmt.	Clerical	Maint.	Total
Maintenance of Way				
MoW–Staff and Administration	13	-	-	13
Civil Engineering	2	1	-	3
Track	33	6	244	283
Communications and Signals	28	38	143	209
Power	38	11	130	179
Bridges and Buildings (B&B)				
B&B Maintenance & Facilities Eng.	61	8	310	379
Transit Facilities	-	-	-	-
Rail Facilities	-	-	-	-
Project Development	-	-	-	-
Total Operating Headcount	**175**	**64**	**827**	**1,066**

	CAPITAL HEADCOUNT			
	Mgmt.	Clerical	Maint.	Total
Maintenance of Way				
MoW–Staff and Administration	15	-	-	15
Civil Engineering	5	-	-	5
Track	17	-	117	134
Communications and Signals	15	5	38	58
Power	21	1	38	60
Bridges and Buildings (B&B)				
B&B Maintenance & Facilities Eng.	32	1	110	143
Transit Facilities	12	-	-	12
Rail Facilities	14	-	-	14
Project Development	4	-	-	4
Total Capital Headcount	**135**	**7**	**303**	**445**

	TOTAL HEADCOUNT			
	Mgmt.	Clerical	Maint.	Total
Maintenance of Way				
MoW–Staff and Administration	28	-	-	28
Civil Engineering	7	1	-	8
Track	50	6	361	417
Communications and Signals	43	43	181	267
Power	59	12	168	239
Bridges and Buildings (B&B)				
B&B Maintenance & Facilities Eng.	93	9	420	522
Transit Facilities	12	-	-	12
Rail Facilities	14	-	-	14
Project Development	4	-	-	4
Total Headcount	**310**	**71**	**1,130**	**1,511**

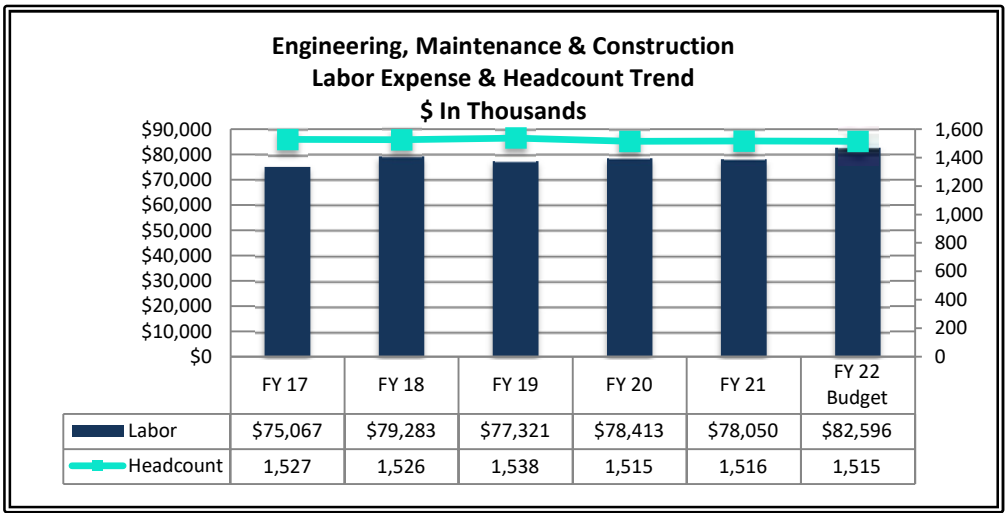

Deputy General Manager Operations, EM&C and Vehicles
Maintenance of Way (MoW)
Bridges and Buildings
Maintenance of Way (MoW) Staff and Administration
Civil Engineering
Track
Communications and Signals
Power
B&B Maintenance and Facilities Engineering
Transit Facilities
Rail Facilities
Project Development

Budget

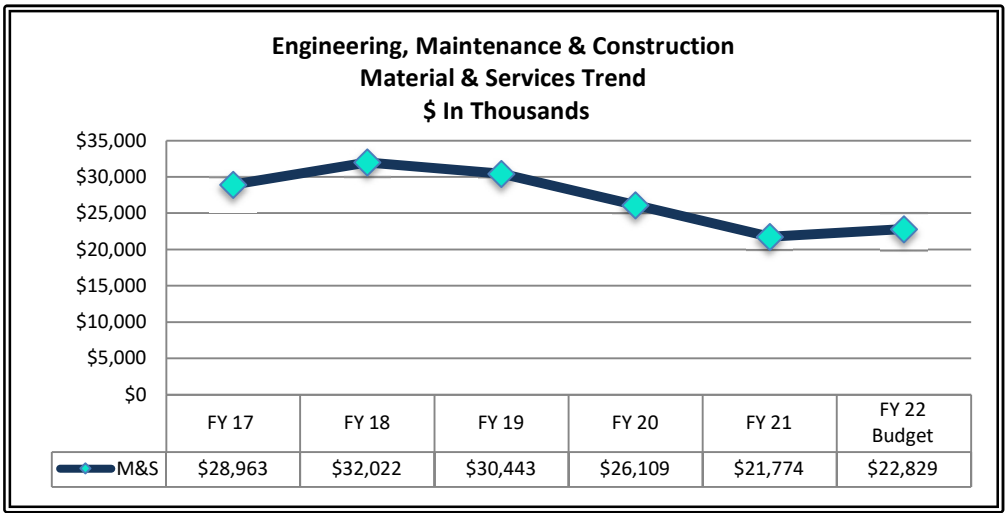
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Maintenance of Way (MoW)			
MoW-Staff and Administration	$1,151	$9,132	$10,283
Civil Engineering	213	95	308
Track	19,445	3,213	22,658
Communications and Signals	18,229	2,324	20,553
Power	14,698	1,479	16,177
Bridges and Buildings (B&B)			
B&B Maintenance & Facilities Engineering	$28,537	$6,580	$35,117
Transit Facilities	229	3	232
Rail Facilities	40	3	43
Project Development	54	-	54
Total	**$82,596**	**$22,829**	**$105,425**

Note: Departments with minimal labor costs are primarily funded through the Capital Budget.



Note: FY 2020 headcount and dollars reflects the transfer of the Real Estate and Strategic Initiatives departments to the Deputy General Manager Operations, EM&C and Vehicles. Cost reduction initiatives implemented in mid-March 2020 included a temporary hiring freeze and overtime restrictions which lowered labor costs as compared to the FY 2022 budget amounts above.



	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22 Budget
M&S	$28,963	$32,022	$30,443	$26,109	$21,774	$22,829

Note: FY 2018 included unbudgeted facility maintenance costs that did not continue into FY 2019. FY 2020 - FY 2021 decrease reflects the transfer of Real Estate and Strategic Initiatives Departments transfer to Deputy General Manager Operations, EM&C and Vehicles.

Principal Responsibilities

MAINTENANCE OF WAY

Administration and Finance
Coordinate and manage the financial and administrative activities for the Engineering, Maintenance and Construction Division. Primary responsibilities include: the Division's operating budget; Infrastructure Safety Renewal Program (ISRP) development, analysis and reporting; Human Resource administration; Contract Management.

Planning and Coordination
Works with internal and external groups on track outages, special events, weather events and other issues that require an integrated response by the Control Center.

Civil Engineering
Provide civil engineering services for all maintenance and renewal projects. Provide coordination and oversight for public agency, utility, and private third party work on, over, or adjacent to SEPTA's right-of-way managing the public/right-of-entry program.

Track
Perform inspection, maintenance, and reconstruction of track and right-of-way areas. Provide track engineering and design services for all maintenance and renewal projects. Operate Track Shop to support requirements for routine and specialty track design and fabrication. Operate Midvale Utility Group, which oversees the deployment of non-revenue and utility vehicles.

Communications and Signals
Perform regular inspection, testing, maintenance, and reconstruction of the signal system. Provide engineering and design services for all signals and communications maintenance and renewal projects. Perform all radio, telecommunications, and Regional Rail communication maintenance. Manage the engineering and construction for capital projects involving communication and signals infrastructure.

Power
Perform regular inspection, maintenance, and reconstruction of electric traction and signal power systems and electrical infrastructure. Provide engineering and design services for all related maintenance and renewal projects. Manage engineering and construction for capital projects involving power and electrical infrastructure including the multi-year Trolley Modification Project.

Special Projects
Provide management of all large, multi-discipline projects within MoW, including the engineering and construction of capital projects, improvements to track, signals, traction power, bridges, and other right-of-way assets for all Divisions.

BRIDGES AND BUILDINGS

Bridges and Buildings Maintenance and Facilities Engineering
Provide structural, architectural, and mechanical engineering services. Perform all major force account construction projects and maintenance of stations, buildings, bridges, maintenance shops and electrical/mechanical infrastructure. Perform regular inspection of all bridges, tunnels, buildings, other structures, and fixed plant infrastructure.

Rail Facilities
Manage the engineering and construction of capital projects for fixed plant facilities, including improvements to stations, track, signals, bridges, and parking facilities for Regional Rail operations.

Transit Facilities
Manage the engineering and construction of capital projects for fixed plant facilities, including improvements to stations, maintenance facilities, and garages for transit operations.

Project Development
Develop conceptual designs, cost estimates, and Request for Proposal documents for design projects. Manage the awarded design projects through to completion of design phase. Manage the coordinated advancement of construction on major projects such as the expansion of the Media/Elwyn Regional Rail line to Wawa and the multi-year King of Prussia Rail Extension Project.

Bridges and Buildings City/Suburban Maintenance and Construction
Provide all major force account construction projects and maintenance of stations, buildings, bridges, maintenance shops and electrical/mechanical infrastructure in the city and suburban transit divisions.

Bridges and Buildings Railroad Maintenance and Construction
Provide all major force account construction projects and maintenance of stations, buildings, bridges, maintenance shops and electrical/mechanical infrastructure in the railroad division.

Fiscal Year 2022 Goals and Business Initiatives

STRATEGIC PLAN GOALS	FOCUS AREA	BUSINESS INITIATIVES
DEVELOP A PROACTIVE ORGANIZATION	Safety	- Continue and enhance safety initiatives for employees, passengers and SEPTA infrastructure.
	Technology	- Adopt better use of technology in infrastructure inspection and maintenance.
	Data	- Develop data driven maintenance and capital renewal programs that support service reliability. - Data driven management of Operating Budget & Capital Program.
	Cost-Effectiveness	- Address on-going revenue losses associated with reduced ridership and funding. - Enhance operating & capital cost-effectiveness, where appropriate -Continue to improve efficiencies and accountabilities
	Diversity & Inclusion	- Maintain and improve the culture of unity with diversity and inclusion initiatives.
	Ethics & Integrity	-Continue to cultivate ethics and integrity in the workplace.
PROVIDE AN INTUITIVE EXPERIENCE	Cleanliness	- Improve cleanliness of stations and facilities including COVID-19 disinfection strategies. - Provide an environment that will encourage increase in ridership levels in a post COVID-19 world.

Fiscal Year 2021 Accomplishments

Goals	Accomplishments
I. Rebuild the System	• Continued the design of Substation Program, Wayne Junction Static frequency converter and 30th St. West catenary replacement. • Continued the rebuilding and modernization of Regional Rail Substations under contracts 1 and 2. • Completed renovation at 5th Street Station on MFSE. • Advanced construction on Conshohocken Station. • Advanced construction on 30th Street Station on MFSE and Trolley
II. Sustainability	• Advanced ESCO Projects. • Completed enhancements to the Combined Heat and Power Project. • Completed design and began construction of Warminster and Doylestown Regional Rail Solar Reinforcement project.
III. Safety and Security	• Continued the design of grade separated pedestrian access and station improvements at Lawndale and Fern Rock Regional Rail stations. • Continued construction of Route 101/102 Positive Train Control and Right-of-Way Improvements • Final certification from FRA obtained for PTC on Regional Rail.
IV. Expand System Capacity	• Advanced construction of Elwyn to Wawa service restoration project. • Completed construction for Frazer Shop and Yard Phase 2. • Advanced Preliminary Design for NHSL King of Prussia Line Extension.
V. Customer Service	• Advanced ADA station improvements on the Broad Street Line at Susquehanna Dauphin and completed ADA design at Tasker Morris Station.
VI. New Technologies	• Completed construction on new quad gates at Ford Street on NHSL. • Advanced software design for yardmasters. • Asset Management Program implemented and Infrastructure Maintenance Management System departmental roll outs continued.
VII. Human Capital Development	• Rapid Assimilation Program for new EM&C SAM employees. • Rotational Training Program for new entry level professional engineers. • Supervising Hourly Employees Program. • Supported Women-in-Trades initiatives. • AIM training program for Assistant Directors.



Deputy General Manager/Treasurer

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Deputy General Manager/Treasurer

Overview

The Deputy General Manager/Treasurer's Staff includes divisional assistant general managers and department heads who are responsible for various administrative functions that support the operations of the Authority.

The Deputy General Manager/Treasurer's Staff includes three departments that are reported upon in this section, namely Deputy General Manager/Treasurer Administration, Information Technology, and New Payment Technologies.

There are five divisions with Assistant General Managers who report within the Deputy General Manager/Treasurer Administration Department. The divisions they are responsible for include: Employee Development/Relations, Finance, Human Resources, and Procurement, Supply Chain and Disadvantaged Business Enterprise. Details concerning these five divisions are summarized separately within this document.

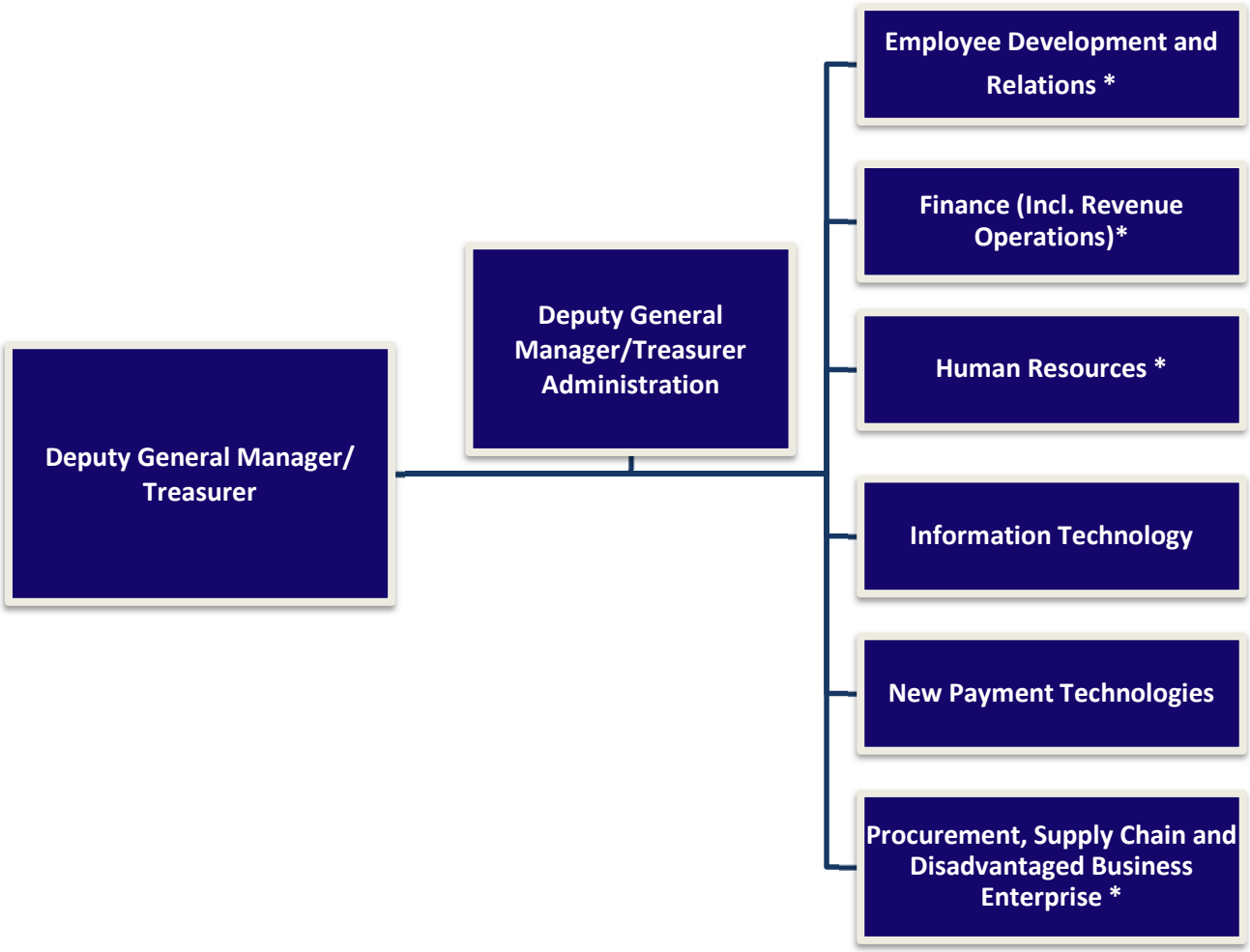
Headcount

OPERATING HEADCOUNT				
	Mgmt.	Clerical	Maint.	Total
Administration	5	-	-	5
Information Technology	68	5	-	73
New Payment Technologies	1	-	-	1
Total Operating Headcount	**74**	**5**	**-**	**79**

CAPITAL HEADCOUNT				
	Mgmt.	Clerical	Maint.	Total
Administration	1	-	-	1
Information Technology	-	-	-	-
New Payment Technologies	4	-	-	4
Total Capital Headcount	**5**	**-**	**-**	**5**

TOTAL HEADCOUNT				
	Mgmt.	Clerical	Maint.	Total
Administration	6	-	-	6
Information Technology	68	5	-	73
New Payment Technologies	5	-	-	5
Total Headcount	**79**	**5**	**-**	**84**

Deputy General Manager/Treasurer



The Deputy General Manager/Treasurer has four divisions and three departments that are direct reports. *Indicates divisions which are reported separately in this document.

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$ 863	$ 19	$ 882
Information Technology	6,684	11,082	17,766
New Payment Technologies	128	11,711	11,839
Total	**$ 7,675**	**$ 22,812**	**$ 30,487**

Principal Responsibilities

INFORMATION TECHNOLOGY

Emerging & Specialty Technologies
Provides the short and long term strategy, direction, management and implementation of the core enterprise architecture and critical operations systems for the Authority. Manages new technologies and the support of Control Center specialty technology systems, real-time systems and public-facing applications. Responsible for the strategic design and development of advanced web applications to service SEPTA customers.

Application Delivery Services
Supports the development, integration, and implementation of new software systems to business units throughout the Authority. Responsible for the management and implementation of the Authority's Enterprise Resource Planning (ERP) Suite beginning with HRIS and including Finance, Payroll, and Procurement legacy applications. Maintains and enhances existing systems Authority-wide. This section responds to application software problems.

Cyber Security
Manages and supports the effort of protecting customer and employee data from intrusion or data breach. Engages cyber security committee meetings with key stakeholders that focus on business applications, enterprise databases, operational systems, and fare collection to ensure protocols and procedures are in place to minimize the threat of intrusions, malware, and data breaches. Works with outside agencies and professional affiliations, including law enforcement, to aid in understanding new cyber security risks/threats and determining what remedies are available to protect and minimize the impact.

Infrastructure Services
Provides computer operations stability and access security on a 7-day/24-hour basis including problem management, disaster recovery, technical infrastructure management/support and change control. Maintains the technology infrastructure necessary for business critical systems, including: enterprise e-mail services, Internet/Intranet access, payroll, materials management, general accounting, operations control centers, disaster recovery and business continuity. Supports enterprise data communication systems and the entire personal computer environment. Sets standards for hardware and software used across the networks and installs, supports and maintains the entire data network infrastructure. Provides oversight and management of the SEPTA Key Back Office Technical Infrastructure.

Records Management
Responsible for developing and implementing records management systems throughout the Authority, including record retention schedules, storage, retrieval, digital archiving, and destruction protocols.

Fiscal Year 2022 Goals and Business Initiatives

STRATEGIC PLAN GOALS	FOCUS AREA	INFORMATION TECHNOLOGY BUSINESS INITIATIVES
PROVIDE AN INTUITIVE EXPERIENCE	The Customer Experience	- Rollout Open Trip Planner on SEPTA Mobile App and Website. Provides flexible service for multiple routes for customer travels. - Increase the usage and services for SEPTA Mobile App with SEPTA Key for Customers as ridership returns. Initiate new tools and services. - Identify and correct all revenue collections issues in an expedited manner. - Finalize SEPTA Key rollout on Regional Rail. - Complete CCT Integration with SEPTA Key.
	Real-Time Travel Information	- Continue the build out of more efficient real time tracking of surface and rail vehicles. - Complete the work needed to capture real time data for the MFL and BSS and present the real time travel information on the website, signage and mobile app
	Continue Upgrade of SEPTA Mobile App	- Develop mobile ticketing services within mobile app - Expand mobile app to include MFL & BSL real-time travel information
DEVELOP A PROACTIVE ORGANIZATION	Launch ERP Systems to Production Mode	- Complete the interview and documentation of workflow processes for Financial Systems, Benefits, Payroll, and Purchasing - Test new applications in development mode and make changes to fit organization processes - Rollout modernized applications with change management services to help staff adjust to new business processes
	Cyber Security Initiatives	- Continue vulnerability and penetration tests of external network and server resources - Harden the technical infrastructure against cyber security attacks and malware attacks - Continue 7-day, 24-hour Security Operations Center and monitoring - Continue employee education regarding security procedures and security awareness

Fiscal Year 2021 Accomplishments

Goals		Information Technology Accomplishments
I.	**The Customer Experience**	• Identified and corrected all revenue collections issues in an expedited manner. • Advanced SEPTA Key rollout on Regional Rail. • Advanced CCT Integration with SEPTA Key.
II.	**Launch HRIS System to Production Mode**	• Completed the interview and documentation of workflow processes • Tested new application in development mode and make changes to fit organization processes • Completed first phase of HRIS system to include Employee Central and Applicant Tracking
III.	**Real-Time Travel Information**	• Continued the build out of more efficient, real time tracking of vehicles (surface and rail).
IV.	**Continue Upgrade of SEPTA Mobile App**	• Added parking feature to the mobile app for customer parking purchases
V.	**Cyber Security Initiatives**	• Completed security review on newly acquired ACS-64 locomotives. SEPTA external network resources under security review now.

NEW PAYMENT TECHNOLOGIES
Directs the multi-phase SEPTA Key Project to transform SEPTA's aging revenue collection system into a modern, efficient, and convenient system for customer payment and agency collection of fare revenue.

Fiscal Year 2022 Goals and Business Initiatives

STRATEGIC PLAN GOALS	FOCUS AREA	BUSINESS INITIATIVES
PROVIDE AN INTUITIVE EXPERIENCE	Advance the SEPTA Key Program	- Complete SEPTA Key Regional Rail deployment including On-Board Sales, Open Lot Parking and Permit Parking. - Take over maintenance of Regional Rail Key field equipment from contractor. - Advance SEPTA Key Post Phase 3 work including: Student Pass, CCT Deployment Upgrade all Key Card Readers, Mobile Ticketing, Open Payment/PayGo. - Obtain annual Payment Card Industry (PCI) Certification. - Upgrade Regional Rail conductor handheld sales devices.

Fiscal Year 2021 Accomplishments

Goals	New Payment Technologies Accomplishments
I. **Advance the SEPTA Key Program**	• Deployed Travel Wallet on Regional Rail and locked down farelines at Railroad Center City Stations for implementation of Tap On/Tap Off. • All Key products are available on Railroad. Stopped selling paper tickets and ten-strip tickets. • Added new Key Products - 3 Day Convenience Pass & 3 Bundle Independence Pass to accommodate changing ridership patterns due to Covid-19. • Deployed barcode readers on Regional Rail ADA-Gates to integrate with AMTRAK and NJT paper/mobile tickets. • Bus Handheld Loading Device is being deployed to process Key Cards for backdoor loading. • Regional Rail station ticket offices now sell Key products including newly opened ticket office at Wilmington Station. Airport vendor started selling discounted Key passes for Airport employees. • CCT Pilot was conducted in preparation for rollout. • Partner Program is deployed for social service agencies, corporations and university passes. • Three new Partner Passes were deployed for social service agencies – Independence Pass, Rolling 7-Day Transpass and 30-Day Transpass.



Finance

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Finance

Overview

The Finance Division develops and then monitors results for the Authority's Operating and Capital Budgets, and federal, state, and local grants. The Division oversees all financial services, including the preparation of monthly and annual financial statements for outside stakeholders as well as the management of advertising contracts.

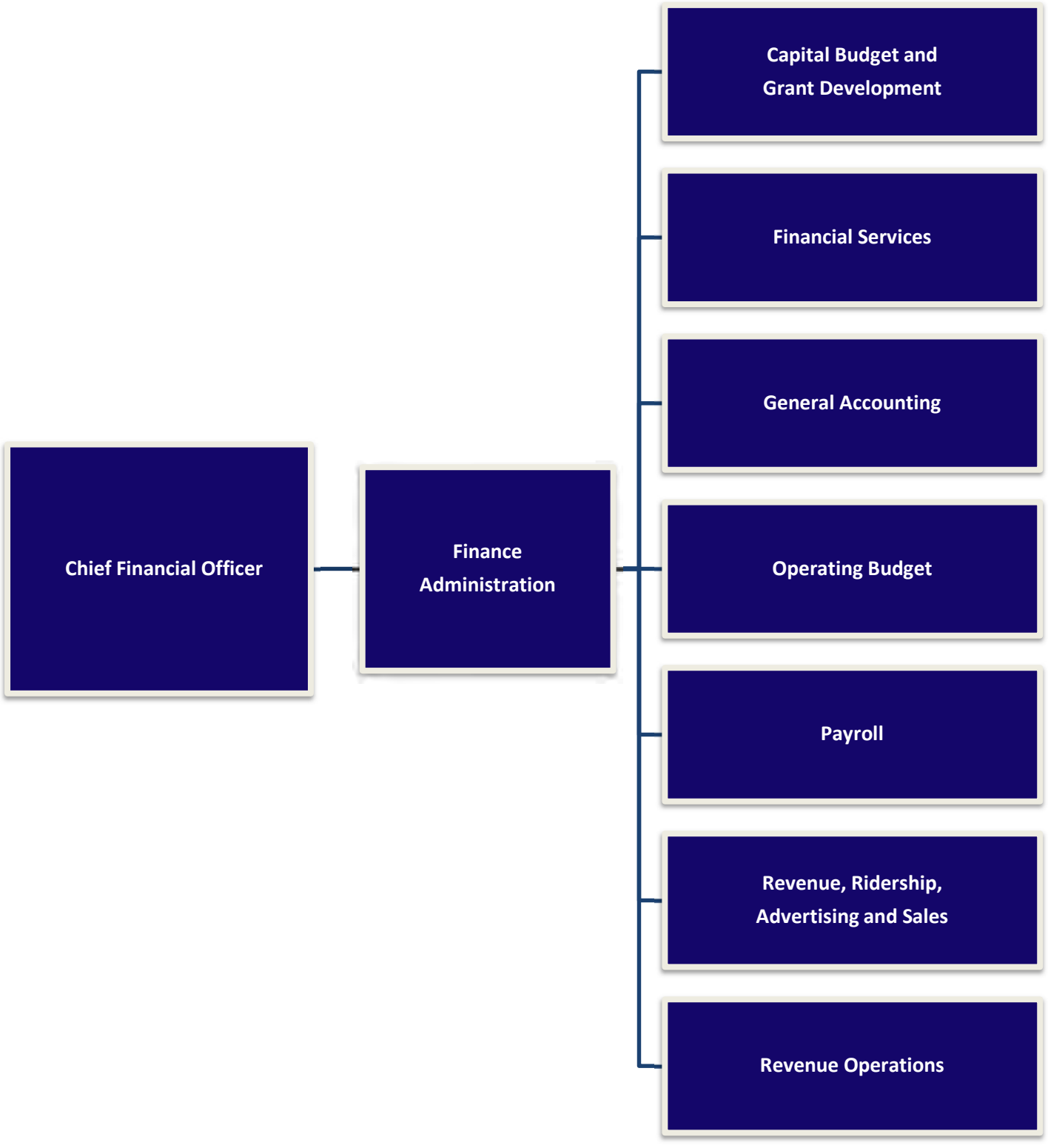
Headcount

	OPERATING HEADCOUNT			
	Mgmt.	Clerical	Maint.	Total
Administration	8	-	-	8
Capital Budget and Grant Development	5	-	-	5
Financial Services	23	8	-	31
General Accounting	9	2	-	11
Operating Budget	8	-	-	8
Payroll	4	2	-	6
Revenue, Ridership, Advertising and Sales	35	33	-	68
Revenue Operations	93	32	52	177
Total Operating Headcount	**185**	**77**	**52**	**314**

	CAPITAL HEADCOUNT			
	Mgmt.	Clerical	Maint.	Total
Administration	-	-	-	-
Capital Budget and Grant Development	1	-	-	1
Financial Services	-	-	-	-
General Accounting	-	-	-	-
Operating Budget	-	-	-	-
Payroll	-	-	-	-
Revenue, Ridership, Advertising and Sales	1	-	-	1
Revenue Operations	-	-	-	-
Total Capital Headcount	**2**	**-**	**-**	**2**

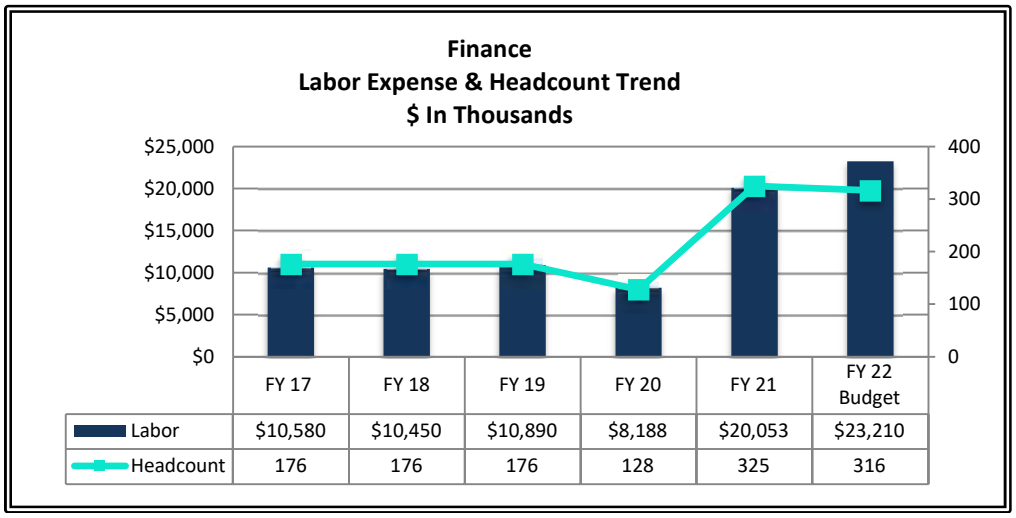
	TOTAL HEADCOUNT			
	Mgmt.	Clerical	Maint.	Total
Administration	8	-	-	8
Capital Budget and Grant Development	6	-	-	6
Financial Services	23	8	-	31
General Accounting	9	2	-	11
Operating Budget	8	-	-	8
Payroll	4	2	-	6
Revenue, Ridership, Advertising and Sales	36	33	-	69
Revenue Operations	93	32	52	177
Total Headcount	**187**	**77**	**52**	**316**

Finance

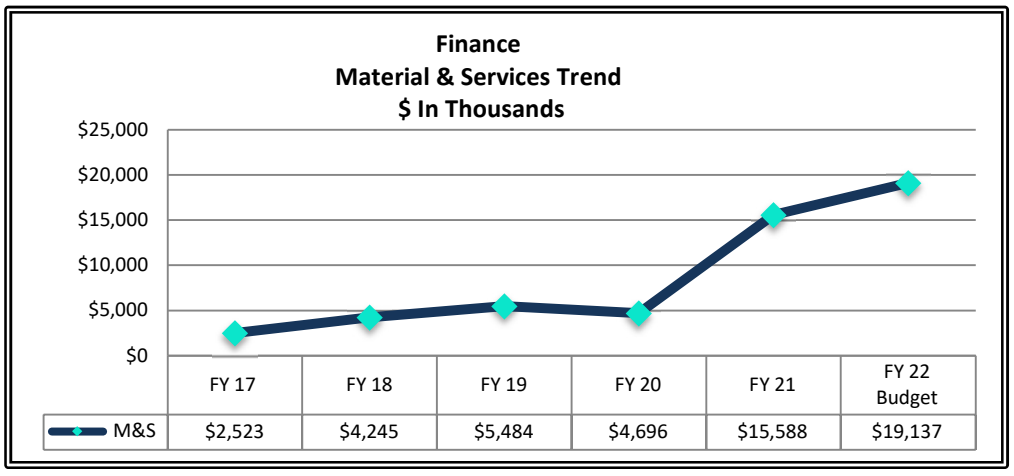

Chief Financial Officer
Finance Administration
Capital Budget and Grant Development
Financial Services
General Accounting
Operating Budget
Payroll
Revenue, Ridership, Advertising and Sales
Revenue Operations

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$1,122	$10	$1,132
Capital Budget and Grant Development	419	1	420
Financial Services	2,262	660	2,922
General Accounting	812	278	1,090
Operating Budget	692	27	719
Payroll	416	2	418
Revenue, Ridership, Advertising and Sales	4,727	3,568	8,295
Revenue Operations	12,760	14,591	27,351
Total	**$23,210**	**$19,137**	**$42,347**



Note: Revenue Operations was transferred to Finance in FY 2021 resulting in the headcount and labor increase.



Note: Revenue Operations was transferred to Finance in FY 2022 resulting in the material increase.

Principal Responsibilities

CAPITAL BUDGET and GRANT DEVELOPMENT
Develop the annual Capital Budget and the twelve-year Capital Program. Prepare, maintain, execute, and monitor federal, state, and local grants from inception to grant close-out. Develop and maintain the transit capital projects of the regional Transportation Improvement Program (TIP). Provide oversight and prepare analyses of the Vehicle Overhaul Program (VOH), Infrastructure Safety Renewal Program (ISRP), and Transit Security Grant Programs. Also responsible for other special grant programs.

FINANCE ADMINISTRATION
Coordinate, manage, and direct the activities of the Finance Division. Oversee the development and implementation of the operating and capital budgets. Manage financial reporting and develop revenue strategies and fare policies. Ensure that resources are used effectively to maximize capital investments and to maintain access to the capital markets on reasonable terms and conditions.

FINANCIAL SERVICES

Accounts Payable, Accounts Receivable, Billings and Cash Management
Process vendor payments, ensure items processed are correctly recorded, generate all billing invoices, ensure that all receipts due are received and properly applied, and capture and report capital project costs. Provide accurate reporting and maintain accounting controls for operating receivables. Manage cash resources to ensure sufficient liquidity while maximizing investment income within a prudent level of risk.

Financing and Pensions
Manage the Authority's debt portfolio to ensure compliance with covenants of indentures and loan agreements and the timely payment of debt service. Analyze potential financing transactions and manage the negotiation and implementation of transactions utilizing public municipal debt markets or private placements and loan agreements. Negotiate pension investment management contracts, manage relationships with pension managers, and act as liaison among pension committee, consultants, and pension managers. Provide oversight of investment options and manager/fund performance of Employee Deferred Compensation Plan 457b assets.

Revenue Accounting, Operating Grants, and Fixed Assets
Provide accurate reporting and maintain accounting controls for operating revenues, operating subsidy grants, route guarantees, and fixed assets. Prepare applications and billings for operating subsidies, provide pass-through funding to sub grantees and monitor compliance and accounts for capitalization and disposition of grant and non-grant property and related depreciation and contributed capital.

GENERAL ACCOUNTING
Manage the Authority's financial reporting and accounting activities in accordance with generally accepted accounting principles and governmental regulations. Produce timely and accurate financial reports and properly maintain the accounting system and related internal control structure, which includes managing the monthly and annual financial general ledger close process. Prepare and issue monthly financial and statistical reports to the SEPTA Board and senior management. Prepare required quarterly and audited financial reports that are issued to various financial institutions and government agencies that provide debt financing or subsidies to the Authority.

OPERATING BUDGET

Develop a budget plan based upon an evaluation of each department's operating needs in relation to the Authority's overall available resources. Review and modify the consolidated results of all proposals to ensure that projected expenditures are balanced with projected revenues and subsidies. Develop an annual Operating Budget document and multi-year financial forecast. Evaluate proposed financial commitments and personnel requests on an ongoing basis to ensure sufficient funding and adherence to budget. Oversee utility accounts including the review and approval of utility invoices for payment. Conduct monthly analysis to track and forecast financial performance.

Financial Reporting and Systems

Maintain the Corporate Performance Management (CPM) software used to produce the annual operating budget at the expense object level and integrate with the mainframe environment. Support and train the departmental users of the budgeting system. Coordinate with Information Technology to produce, maintain and distribute monthly and annual internal financial reports.

Specialized Support Assignments

Provide financial analysis and forecasting for substantive financial issues impacting the Authority including bargaining unit contract negotiations, propulsion power, utilities, fuel contracts and income generating contracts. Provide financial analysis for internal discussions and Board briefings.

PAYROLL

Process the Authority's payroll in a timely and accurate manner. Ensure that payroll-related data has been balanced and reconciled. Process all wage deductions and tax withholdings. Responsible for reporting of tax withholdings and all quarterly and annual tax returns. Prepares all bargaining unit contractual wage increases. Ultimately responsible for all payroll-related record keeping as well as verifying the reliability of the data.

REVENUE, RIDERSHIP, ADVERTISING AND SALES

Form a centralized leadership capacity to coordinate multifaceted operations including revenue generation via fare media, parking garages, and non-transportation related advertising income. Monitors and officially reports ridership levels and affiliated revenues. Coordinate the Division's participation in all financial, operational and customer facing aspects to further the advancement of the SEPTA Key Program.

Revenue and Ridership Management

Develop and report monthly ridership and revenue levels. Manage all ridership and revenue data and issue reports as market conditions demand. Issue all required revenue and ridership reports to governmental and ancillary agencies. Develop and support all passenger revenue pricing and tariffs and incorporate data received from the SEPTA Key Program into the data stream.

Sales

Administers and/or conducts the sale of all prepaid fare instruments within the SEPTA service area. Manage the daily operation of five full-service sales centers, the Transit Store, and the SEPTA Key web portals. Manages and coordinates sales to over 1,000 external sales venues such as corporate entities, school districts, and Social Service agencies. Validates and issues refunds and adjustments for lost rides and unneeded fare products. Works closely with various teams to ensure the effective transition from legacy fare items to new SEPTA Key media.

Advertising

Responsible for administration of transit and Regional Rail advertising, which includes station naming, bus and railcar exterior wraps, station and interior vehicle digital screens, station and street level digital screens, and static posters. Responsible for administration of outdoor advertising which includes an extensive static and digital billboard network.

REVENUE OPERATIONS

Revenue Transportation and Collections
Manages the collection, transportation, and deposit of passenger revenues and fare instruments. This includes, Surface operations revenue, Sub-EL operations revenue and Regional Rail open lot SEPTA Key revenue.

Revenue Services
Ensures timely processing, counting, and reconciliation of passenger revenue, as well as the distribution of fare instruments.

Revenue Equipment Maintenance
Performs preventive/corrective maintenance and overhaul of fare collection equipment and devices on all modes of transportation (Surface, Subway and Regional Rail).

Revenue Engineering
Provides engineering and design support for the revenue system including specifications, drawings, equipment modifications, and system upgrades.

Railroad Parking Equipment Maintenance and Servicing
Responsible for managing third party contractors for maintenance on legacy parking lot and garage equipment.

Fiscal Year 2022 Goals and Business Initiatives

STRATEGIC PLAN GOALS	FOCUS AREA	BUSINESS INITIATIVES
PROVIDE AN INTUITIVE EXPERIENCE	The Customer Experience	- Continue to nurture stakeholder relationships through periodic briefings with federal, state and local officials, Citizen Advisory Committee, Youth Advisory Council, SEPTA Advisory Committee for Accessible Transportation, and other key stakeholder groups. - Complete SEPTA Key rollout for Regional Rail, Parking Operations, and CCT. Fully implement Key Parking systems to utilize all payment options including credit card, permit and the utilization of pre-tax parking withholdings. - Continue to provide Ambassador support for major events. - Continue working with strategic partners to rebuild and recover lost ridership. - Introduce new fare options to community groups and social agencies to support travel needs. - Facilitate advancement of the SEPTA Key program to its next functional milestones and next generation equipment: (1) Deployment of Conduent's next generation 430 Smart Media Processors to all validator types for EMV cards acceptance and mobile ticketing (2) Sales device equipment and vehicle farebox upgrade programs (3) Expansion of the SEPTA Key program to neighboring transit agencies and expansion of fare policy and application management to support these initiatives - Continue supporting and facilitating hardware and software hardening for devices and applications for ongoing PCI compliance requirements - Continue working on defect resolution for devices and applications. Each of the device types and applications continue to have defects and deficiencies (1) The Engineering group will continue to work directly with Conduent's development teams to tackle these issues in accordance with our prioritized lists
DEVELOP A PROACTIVE ORGANIZATION	Employee Development	- Proactively improve employee communications. - Continue to invest in workplace improvements.
	Rebuilding the System	- Continue to develop, advance, and seek funding for a 12-year capital program that focuses on achieving a state of good repair. - Advance the procurement of Enterprise Resource Planning (ERP) Financial Suite.
	SEPTA is a Business	- Continue to produce a balanced operating budget and improve the economic efficiency of business processes. - Provide financial analysis to support labor contract negotiations. - Leverage investments to maximize ridership growth. - Pursue innovative financing techniques to advance a state of good repair and other core capacity initiatives. - Establish a cost cutting plan across revenue operations (reduction in overtime use and reduction in headcount) - Implement an inventory management system to improve accountability and efficiency - Take over the last Conduent maintenance support contract - Reallocate four positions from Revenue Services and two positions from Revenue
	Safety as the Foundation	- Advance capital projects with safety as a key objective - Continue implementation of employee-focused safety and security campaigns.

Fiscal Year 2021 Accomplishments

Goals	Accomplishments
I. The Customer Experience	• Converted all Rail Fare products to SEPTA Key and began accepting E-Tickets for NJ Transit/AMTRAK. Both the Corporate Partner Program and Agency Partner Program continue to expand; albeit with reduced levels due to COVID-19. • Converted specialized Airport program from one based on legacy products to one based on SEPTA Key. • Extended the expiration date of Senior and Disabled Fare Cards due to COVID-19 related travel and distancing concerns. • Expanded Social Agency Partner program to include a suite of six disposable fare products, ranging from single trip to 30 day offerings.
II. Workplace Development and Support	• Developed partnerships with community groups, business associations, transportation agencies, and other stakeholders to evaluate opportunities to serve new markets.
III. Rebuilding the System	• Consistent with SEPTA's mandate to seek alternative sources of revenue in support of transit operations, revenue generation continued from the sale of digital advertising at stations, on vehicles and through long-term agreements with billboard companies. SEPTA has executed agreements to expand its digital presence at stations in conjunction with the execution of option years with its advertising contractor. This will consist of digital expansion to almost every Regional Rail station throughout the service area. Delivery continues of new buses with each bus equipped with two digital screens and Wi-Fi capability. • Additional revenue was generated from an agreement with the University of Pennsylvania Health System to re-name University City Station to Penn Medicine. • Secured Board Adoption of a balanced comprehensive twelve-year capital program. • On February 25, 2021, SEPTA's Board approved an amendment to SEPTA's FY 2021 Capital Budget to move $40M in capital dollars previously budgeted for Amtrak Track Leases to the King of Prussia (KOP) Rail Project - 30% Design Phase. The Federal Transit Administration approved SEPTA's use of CARES Act dollars to pay the FY 2021 Amtrak Leases payment expenses, which made $40M available in the FY 2021 Capital Budget. Federal 5307 formula funds are being utilized to support KOP Rail 30% Design.

Fiscal Year 2021 Accomplishments (continued)

Goals	Accomplishments
III. Rebuilding the System (continued)	• SEPTA secured the following competitive awards to advance projects that will rebuild the system: o A Federal Railroad Administration (FRA) State of Good Repair Program grant in the amount of $21.9 million, which provides for Harrisburg Line Signal System Renewal from Paoli to Overbrook (SEPTA's Paoli-Thorndale Regional Rail Line). o A Federal Transit Administration (FTA) HOPE grant in the amount of $550,000 for a Complete Streets Concepts and Design for the Grays Avenue Corridor. o A Federal Transit Administration (FTA) Transit Oriented Development Planning grant in the amount of $450,000 for a Norristown High Speed Line – King of Prussia Rail Extension Value Capture/Multimodal Accessibility Study. o A Driving PA Forward Maritime and Freight Switcher Program grant in the amount of $2.1 million for the purchase of a replacement Work Train Locomotive. o A Via Transportation Inc. Integrated Mobility Program grant in the amount of $1.34 million for a Third Shift Essential Worker Pilot Program. o A Federal Transit Administration (FTA) Real-Time Transit Infrastructure and Rolling Stock Condition Assessment Demonstration Program grant in the amount of $340,000 for SEPTA's Regional Rail Automated Wire Scan project.
IV. SEPTA is a Business	• Successfully produced a balanced operating budget for the 22nd consecutive year.
V. Safety and Security as the Foundation	• Continued to include funding for the Bus and Trolley Operator Safety Shields project in the Twelve-Year Capital Program. Installation of these shields will help protect the operator in the event of an emergency. The shields will be installed on SEPTA's bus, trolley, and Norristown High Speed Line vehicles. • Continued to include funding for the Vehicle Overhaul Program, which provides for the systematic replacement or upgrade of systems on SEPTA's rolling stock. Prudent fleet management requires a program of preventive maintenance for optimal fleet reliability, service quality, efficient performance, and passenger comfort. • Continued to include funding for the Infrastructure Safety Renewal Program which provides for the restoration by SEPTA forces of SEPTA's City and Suburban transit and Regional Rail infrastructure to a state of good repair. Programs include track and right-of-way projects, station facilities, communications and signals, power systems, and maintenance/support facilities.

Fiscal Year 2021 Accomplishments (continued)

Goals	Accomplishments
V. Safety and Security as the Foundation (continued)	• SEPTA was selected to receive the following competitive Safety and Security grant awards: ○ $3.7 million FY 2020 Transit Security Grant Program award from the Federal Emergency Management Agency (FEMA) to fund specialized transit police units. These units are deployed to protect critical infrastructure and customers from acts of terrorism and other emergencies ○ A Federal Highway Administration (FHWA) Commuter Authority Rail Safety Improvements Program grant in the amount of $5 million, which funds a Regional Rail Grade Crossing Safety Enhancements Program ○ A Federal Transit Administration Safety Research Demonstration Program grant in the amount of $1.1 million for a Transit Track Worker and First Responder Safety Protection Demonstration Project ○ A Federal Transit Administration (FTA) COVID-19 Research grant in the amount of $779,000 to evaluate Mass Transit Vehicle Air Ventilation and Purification Technologies
VI. Advance the SEPTA Key Program	• Supported SEPTA Key in obtaining a Report on Compliance for PCI-DSS Compliance ○ Rollout of hardware and software hardening procedures and updates ○ Implementing documentation and auditing procedures as required • Worked with Conduent to successfully reduce the system hardware and software defects, to increase field device reliability and MCBF performance metrics. • Expanded the Rail Equipment Maintenance-Engineering Team to increase SEPTA's subject matter experts and expertise across all SEPTA Key device types and applications. ○ This allows SEPTA to be increasingly self-sufficient in managing, optimizing and troubleshooting hardware, software and applications under SEPTA REM&E oversight and control • The Cash Room has counted, reconciled, and deposited over $37 million in cash for FY 2021 which has included approximately $14.2 million processed from fare vending device kiosks. In addition to the cash, over 72,000 tokens were processed and counted which were collected from subway/elevated, surface vehicles, fare vending devices and parking lots. • Bank variances are discrepancies between Cash Room count and PNC Bank count. In FY 2021, Revenue Services has processed 871 deposits for over $32 million and PNC Bank has reported two variances for a total of $237.33.

Fiscal Year 2021 Accomplishments (continued)

Goals	Accomplishments
VI. Advance the SEPTA Key Program (continued)	• The Cash Room has shipped out 60,100 Fare Vending Device Key Cards, 38,250 Automatic Sales Device Key Cards, 1,234,000 Fare Vending Device Quick Trips and over 94,500 Digital Sales Media to various internal and external sales outlets as well as Fare Vending Devices in FY 2021. • Eliminated banking and armored carrier fees for SEPTA's Crew Remittance Office by supplying wrap coin and currency with Revenue Transportation making deliveries and pick-ups. • Revenue Operations has saved the Authority $1.4 million in FY 2020 to FY 2021 by assuming Regional Rail preventive and corrective maintenance from Conduent.

SEPTA

Planning and Strategic Initiatives

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Planning and Strategic Initiatives

Overview

The newly created Planning and Strategic Initiatives Division oversees the Office of Innovation, Service Planning, Strategic Planning and Analysis, and Project Development. These departments advance development of business data assets, analysis and development of strategies and goals in the Authority's Strategic Plan, development of strategic communications and outreach that are necessary in implementing the Authority's Strategic Plan, coordination with regional planning partners, long range planning, community and station area planning, advancement of major planning and expansion projects, management and improvement of transit service, and the Annual Service Plan. This work includes facilitating business innovations that stem from the strategic plan and sustainability program plan, often acting as a business analyst for interdepartmental corporate initiatives and long-term capital and service planning project activities.

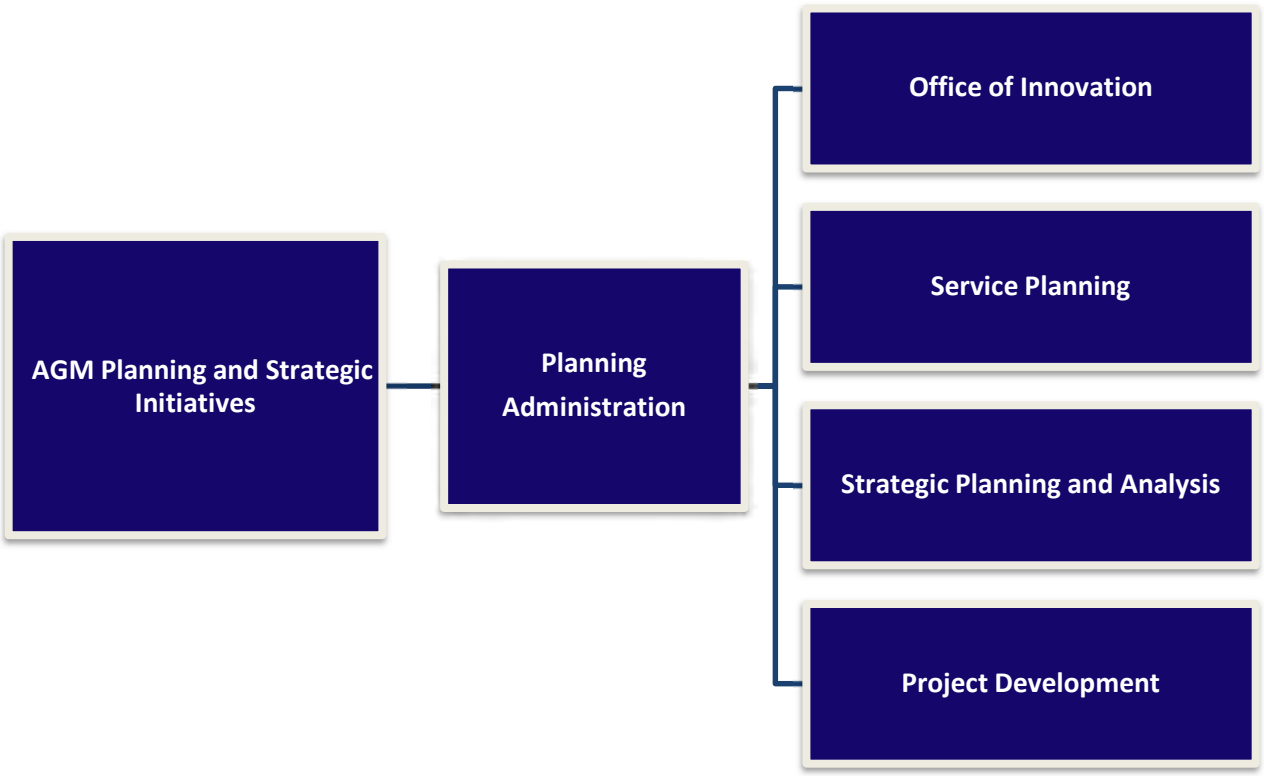
Headcount

	OPERATING HEADCOUNT		
	Mgmt.	Clerical	Total
Administration	5	-	5
Office of Innovation	9	-	9
Service Planning	24	14	38
Strategic Planning and Analysis	6	-	6
Total Operating Headcount	**44**	**14**	**58**

	CAPITAL HEADCOUNT		
	Mgmt.	Clerical	Total
Administration	-	-	-
Office of Innovation	-	-	-
Service Planning	-	-	-
Strategic Planning and Analysis	2	-	2
Total Capital Headcount	**2**	**-**	**2**

	TOTAL HEADCOUNT		
	Mgmt.	Clerical	Total
Administration	5	-	5
Office of Innovation	9	-	9
Service Planning	24	14	38
Strategic Planning and Analysis	8	-	8
Total Headcount	**46**	**14**	**60**

Planning and Strategic Initiatives



Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$580	$1	$581
Office of Innovation	683	600	1,283
Service Planning	2,329	286	2,615
Strategic Planning and Analysis	572	3,282	3,854
Total	**$4,164**	**$4,169**	**$8,333**

Principal Responsibilities

OFFICE OF INNOVATION

Data-Driven Decision Making
Build the expertise and infrastructure to empower a culture of data-driven decision making, including advancing industry-leading key performance indicators (KPIs) in SEPTA's newest Strategic Business Plan. Advocates for investments in technology and data, such as the fleet-wide Automated Passenger Counter (APC) retrofit, that lead to better business decisions and a more unified Authority. Expands access to high quality, accurate, and timely data through self-serve and custom data analysis, including public-facing data that improves transparency and the customer experience. Consults on the use of data to improve insights and efficiency and to support some of the Authority's flagship initiatives.

Sustainability
Manage an award-winning Sustainability Program based on a triple-bottom-line (economic, social, and environmental) approach. Leverage insights gained through implementation of a comprehensive sustainability data tracking system to advance initiatives that increase efficiency and generate cost savings. Sustainability Program focus areas include energy conservation, renewable energy, and zero-emission vehicle technologies. Build on success of Sustainability Program with development of updated program plan during FY2022. Communicate progress on Sustainability Program key performance indicators and specific initiatives through "SEP-TAINABLE" Annual Report and the SEPTA website at septa.org/sustain.

Business Transformation
Manage employee-led Efficiency and Accountability program, driving bottom-up planning, idea generation and implementation of initiatives that result from this process. Support organizational health practices and achievement of financial targets. Ensure business transformation efforts are linked to SEPTA's Strategic Plan to ensure alignment with and achievement of the organization's key strategic objectives.

SERVICE PLANNING
Plan and schedule service for City and Suburban (Victory and Frontier) and Contract Ops transit division operations. Monitor and analyze route performance in accordance with applicable service standards to develop proposals for service improvements. Work with public and private partners to implement improvements to existing service and develop new service. Prepare the Annual Service Plan, which includes new service proposals and an annual economic review of all routes. Participate in Comprehensive Bus Network re-design. Serve as liaison with city and county planning agencies, municipal governments, and Transportation Management Associations (TMA) regarding service planning issues. Coordinate tariff and public hearing process for all proposed route changes. Manage central transit stop database and passenger traffic checking. Provide Authority-wide Geographical Information Systems (GIS) support.

STRATEGIC PLANNING AND ANALYSIS

The efforts of the Strategic Planning and Analysis Department helps to create a shared vision for the future among the various communities, prioritizing capital funding, and the advancement of enhanced service.

Long-Range Planning

Long-range plans include a comprehensive analysis of existing systems, ridership trends, and demographic data to recommendations for strategic investments to serve current and future transit needs. Such long-range plans include studies of rail system expansion, existing facilities improvements to support long-term growth, and analysis of bus service networks. SEPTA works closely with DVRPC to include these plans in the region's adopted Long Range Plan.

Policy and Value Proposition

Develop presentation and communication materials that make the business case for increased investment in SEPTA, emphasizing transit's value proposition to drive economic growth, promote equity, advance sustainability, and improve public health, safety and quality of life. Collaborate with SEPTA Communications and Government Affairs to disseminate this information through brochures, presentations, and the SEPTA website at *planning.septa.org*.

Municipal and Regional Plan Coordination

SEPTA participates in comprehensive plans, transportation studies, neighborhood plans, streetscape designs, and station area or Transit Oriented Development (TOD) plans. These studies impact SEPTA and customers in some manner, from how a roadway functions, to envisioning new development at a train station, to recommending new or improved service concepts.

Comprehensive Station and Service Analysis

This type of plan enables high-quality, community-supported improvements to SEPTA stations and service. Comprehensive plans look holistically at infrastructure and service, not only to improve the customer experience and increase ridership, but also to identify ways to encourage economic development and improved multi-modal (pedestrian, bicycle, bus, and vehicular) access.

Strategic Plan

SEPTA adopted its most recent Strategic Plan, SEPTA Forward, in February 2021. This plan establishes a clear vision for the future with transit at the core of a resilient, prosperous, and equitable community for everyone. The plan's goals–to develop a proactive organization, provide an intuitive experience, and deliver a seamless transit network–will propel us, our communities, and our region forward.

Major Planning Programs

SEPTA is advancing several major planning programs, including Comprehensive Bus Network Redesign, Trolley Modernization, and Wayfinding Master Plan. These projects are multi-disciplinary programs that will span several years and will require multiple SEPTA departments to work together to advance, as well as significant public outreach.

PROJECT DEVELOPMENT

The Project Development Department is responsible for creating and coordinating a capital project development process that includes prioritizing capital projects based on the Strategic Business Plan.

Capital Project Development Process

The process will utilize infrastructure and customer data to guide the capital program and develop scopes for new projects. The two staff members will their engineering and program management experience to bring data, outreach and strategic plan evaluation to the capital budget request process. There will be an interdepartmental and multidisciplinary committee to develop automated workflows that utilize a database environment to track the progress of capital projects from scoping to final delivery and inform the development of the 12-Year Capital Program.

Project Scoping and Conceptual Design

This Department also supports Planning and Strategic Initiatives in conceptual design and scoping for capital projects, such as the King of Prussia Rail, Trolley Modernization, and Comprehensive Bus Network Redesign Bus Facilities projects.

Fiscal Year 2022 Goals and Business Initiatives

STRATEGIC PLAN GOALS	BUSINESS INITIATIVES
DEVELOP A PROACTIVE ORGANIZATION	a) Focus on strategic initiatives to improve transit service reliability and route changes to address changing ridership levels. b) Progress Implementation of the Efficiency and Accountability Program c) Further incorporate SEPTA's Strategic Plan into SEPTA processes, including budgeting and training programs. d) Continue development of data analysis capabilities to inform decision-making e) Continue to advance SEPTA's Sustainability Program f) Publish Economic Impact Analysis and associated materials
PROVIDE AN INTUITIVE EXPERIENCE	a) Support prioritization of capital projects b) Support inventory control initiatives in partnership with Procurement and Supply Chain Management c) Continue development of transit schedule adjustments to address on-time performance, changing ridership levels and route changes. d) Progress the Rail Transit Wayfinding Master Plan
DELIVER A SEAMLESS TRANSIT NETWORK	a) Develop long-range plans to prioritize future system improvement and expansion opportunities b) Progress Comprehensive Bus Network Redesign c) Continue to advance Trolley Modernization program d) Continue to advance the King of Prussia Rail project e) Support efforts to reduce downtown congestion through partnering with the City of Philadelphia and Center City District on innovative solutions f) Advance Regional Rail Master Plan g) Continue to partner with the City of Philadelphia on the implementation of its "Connect" transportation plan and Philadelphia Transit Plan, A Vision for 2045

Fiscal Year 2021 Accomplishments

Goals	Accomplishments
I. The Customer Experience	• Prepared and implemented numerous transit schedule changes and related public information material reacting to COVID-19 related decreased ridership and manpower. • Continued support for GIS and web-based mapping for COVID-19 changes including a Lifeline Services interactive map for essential travel destinations. • Continued to update the Frequent Route Network map and related timetable re-designs. • Completed the Final Environmental Impact Statement and Record of Decision (FEIS/ROD) for the King of Prussia Rail Project. SEPTA advanced engineering work to 15% complete and initiated the next phase of design. • Progressed Rail Transit Wayfinding Master Plan, including a public survey with more than 1,500 responses and dozens of engagement sessions with regional stakeholders. • Progressed planning and analysis efforts for SEPTA's Trolley Modernization program, including line-by-line stop/station analysis and external plan coordination.
II. Workplace Development and Support	• Supported development of Diversity, Equity, and Belonging (DEB) Program • During the COVID-19 pandemic, Strategic Planning and Analysis continued to lead the pandemic recovery planning process, which included organizing and coordinating Plan Ahead teams by discipline, developing projections, and taking strategic actions to ensure safety • Helped organize and coordinate strategic communications to ensure the timely dissemination of information as changes rapidly unfolded

Fiscal Year 2021 Accomplishments (continued)

Goals	Accomplishments
III. SEPTA is a Business	• Released SEPTA's COVID-19 Recovery Plan: Move Better Together • Developed a Board-Approved Strategic Plan, SEPTA Forward, for 2021-2026 and updated microsite: *planning.septa.org* • Created ridership demand model with monthly projections and associated financial implications to inform service levels and budget constraints • Tracked progress towards implementation of recommendations in management reviews • Advanced major sustainability initiatives, including solar projects, energy efficiency initiatives, and a battery-electric bus master plan • Began operation of 17.5 megawatt solar farm, developed under a power purchase agreement with Lightsource bp. • Participated in numerous comprehensive long-range plans involving SEPTA assets throughout the region, including the DVRPC 2050 Connections Plan, the City of Philadelphia Connect Plan, City of Philadelphia District Plans, County Comprehensive Plans, and local municipality comprehensive and station area planning. Plans identify Greater Philadelphia's vision for land use, the equipment, economic development, equity, and transportation.

SEPTA

Human Resources

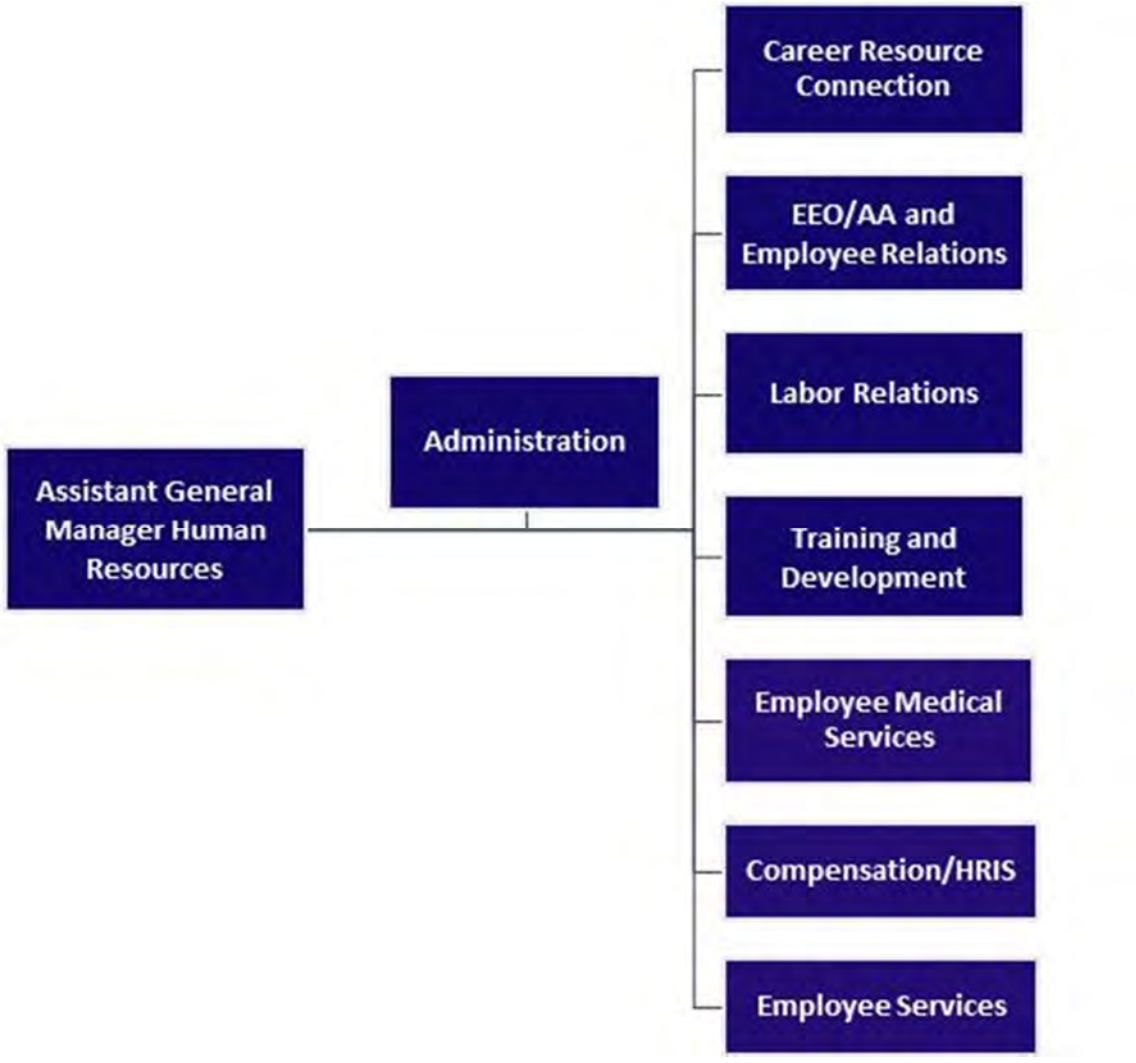
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Human Resources

Overview

The Human Resources Division manages the employee life cycle of talent management (attracting, selecting, hiring, onboarding, development, and retention) performance management, compensation, and administering benefits. In addition, the division focuses on training, personnel development, and EEO/AA employee relations for our administrative, management and bargaining unit employees.

The Division's concern is for the holistic well-being of the employee and is tasked with ensuring safety and security through legal compliance, Authority policy management, and Labor/EEO regulatory relations. Our goal is to support the employee through the onset of employment until long after their departure from employment.



Headcount

	OPERATING HEADCOUNT			
	Mgmt.	Clerical	Maint.	Total
Administration	10	-	-	10
Career Resource Connection	2	-	-	2
EEO/AA and Employee Relations	6	-	-	6
Labor Relations	8	-	5	13
Training and Development	106	-	-	106
Employee Medical Services	5	10	-	15
Compensation/HRIS	5	3	-	8
Employee Services	23	3	-	26
Total Headcount	**165**	**16**	**5**	**186**

Budget

Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$1,650	$33	$1,683
Career Resource Connection	114	60	174
EEO/AA and Employee Relations	530	23	553
Labor Relations	1,198	252	1,450
Training and Development	9,259	709	9,968
Employee Medical Services	1,090	261	1,351
Compensation/HRIS	562	45	607
Employee Services	2,219	596	2,814
Total	**$16,622**	**$1,979**	**$18,601**

Principal Responsibilities

HUMAN RESOURCES TEAM

The Authority's dynamic business environment requires that Human Resources develop and implement employee initiatives that support the business strategy (HR Services) and sustain the needs of our employees amidst the consistently high operational tempo of transportation.

HUMAN RESOURCES (HR) EMPLOYEE SERVICES

Human Resources Employee Services focuses on Recruitment, Strategic Initiatives, and Employee Benefit Services.

Recruitment

Direct and manage recruitment screening and selection process, hiring, onboarding, and transferring of a qualified and competent workforce ensuring equal opportunities by applying controls and compliance to applicable laws throughout the recruitment and hiring process. Continue to assure communication, documentation and a fair selection process in filling position vacancies.

Strategic Initiatives

Identify, develop, strengthen, and strategically manage a diverse workforce ecosystem including educational and non-profit institutions, building positive partnerships that create synergistic efforts to produce qualified work-ready employment candidates. Provide Human Resources support to SEPTA's employee population on an enterprise-wide scale (HR Connection). Conduct research on new avenues to address human capital issues and provide data analytics on trends and issues facing potential new hire populations. Inform management of new programs available to expand the sphere of potential employment influence the Authority has in developing skilled employees for future hire.

Employee Benefits Services

Design, negotiate and administer the benefits program, including medical, dental, prescription drug, life insurance, long term disability, short term disability, supplemental insurance, COBRA, pension, deferred compensation (457b Plan), supplemental voluntary benefits, and flexible benefits programs for 30,000 individuals, including employees, retirees, and families. Conducts benefit orientations and information sessions concerning all employee benefit programs.

EMPLOYEE MEDICAL SERVICES

Execute, maintain, and provide regular reports on the drug and alcohol testing requirements in accordance with Authority policy and U.S. Department of Transportation regulations.

Employee Medical Services

Responsible for conducting medical examinations for fitness for duty, new hire physicals, medical monitoring/surveillance programs (e.g., hypertension, asbestos), hearing conservation, etc. as required by the Authority. Administer the Employee Assistance Program (EAP) for all employees and their dependents. Manage the Wellness Program and medical case management.

SEPTA WELLNESS OUTREACH

A good health and wellness programs focus on the health, happiness, and work-life balance of an employee. It can reduce workplace injuries, absenteeism, and health care costs, and enhance employee morale through individual and/or group participation. The wellness program focuses on developing and implementing efforts to raise employees' awareness about lifestyle behaviors that promote good health and prevent disease. In addition, the program provides helpful information, annual health fairs and resources that assist in the overall well-being of the employee and the organizational wellness initiative.

COMPENSATION/HRIS
Develop, communicate, and administer the compensation program for supervisory, administrative and management (SAM) employees. Evaluate SAM positions utilizing the Hay Evaluation System. Update employee and position-related data in the personnel system, monitor and train employees on the use of the Human Resource Information System (HRIS). Maintain personnel files for approximately 9,300 employees. Verify current and past employment for employees, and handle inquiries regarding mortgage and car loans, lost wages, and other supplemental insurance coverage. Oversee the assignment of employee photo IDs for new employees and the replacement of ID's when reported lost or damaged. Prepare SEPTA-wide Organizational Charts.

CAREER RESOURCE CONNECTION (CRC)
Serves as a centralized operation and resource for external candidates interested in joining SEPTA and/or learning about job opportunities and equips internal employees with resources to further develop and manage their career paths including career coaching and counseling. In addition, the CRC supports the Recruitment Department in pre-employment assessment/ selection by scheduling and conducting pre-employment assessments, interviews, and New Employee Orientation (onboarding) sessions. The CRC also works interdepartmentally with hiring managers to assess and provide job task analysis and assessment overhauls.

TRAINING AND DEVELOPMENT
Provides training programs to improve employee performance, teach new skills, or retrain employees as required to ensure that the work force has a comprehensive understanding of regulations, procedures, policies, and skills to perform their assigned duties. Responsible for the highest quality training and follow-up recertification programs for transportation, maintenance, and management employees.

ABSENCE MANAGEMENT
Track data for the Authority on absenteeism and the Family Medical Leave Act (FMLA). Provide detailed analysis of data to determine problem areas within the Authority. Conduct monthly meetings to review data with senior management throughout the Authority. Provide training for managers on FMLA rules and SEPTA's attendance policy.

EQUAL EMPLOYMENT OPPORTUNITY / AFFIRMATIVE ACTION / TITLE VI AND EMPLOYEE RELATIONS (EEO/AA&ER)
Implements and oversees the Authority's policies related to equal employment opportunity, anti-discrimination, and diversity and inclusion to address the needs of an increasingly diverse workplace.

Diversity and Inclusion Initiatives
Promotes employee engagement, inclusivity, and a celebration of diversity through trainings, workshops, targeted discussions, and other activities.

Anti-Harassment Trainings
Provides education and training for employees on harassment prevention, protected classes and workplace violence.

Hiring and Promotion
Ensures compliance with SEPTA's EEO/AA Policies and the Federal Transit Administration's (FTA) regulations with respect to fair and equal practices in the hiring, interviewing and promotion of SAM employees.

SAM Discipline and Appeals
Provides guidance and oversees the administration of discipline and performance improvement plans to ensure fair and consistent application of the Discipline and Appeals Policy.

Accommodations
Provides accommodations for those whose disability, religious beliefs, observances or practices conflict with a specific task or requirement of the position or an application process.

Investigations
Responds to complaints of discrimination/harassment filed internally and externally. Handles a wide variety of employee relations issues as well as workplace trainings.

LABOR RELATIONS
Conducts all labor negotiations with the bargaining units, handles all grievances, arbitrations, unemployment claims, and Labor Board cases.

Negotiations
Serves as lead negotiator for all labor agreements with the Authority's collective bargaining units in accordance with State and Federal Laws.

Grievances, Arbitrations and Special Board of Adjustment (SBA)
Hears all third level and Labor Relations step grievances and represents the Authority in all arbitrations, SBA Appeals, and related litigation. Serves as primary liaison with all attorneys retained on special arbitration cases or other litigation.

Case Presentation to the Pennsylvania Labor Relations Board (PLRB)
Prepares and presents all cases associated with the PLRB as they are filed by bargaining units and the Authority.

Job Classification/Wage Administration
Directs preparation of new and revised job descriptions for hourly classification and coordinates evaluations of bargaining unit positions and negotiates job restructuring and classification issues. Prepares and publishes all bargaining unit and non-supervisory wage rate manuals.

Contract Training
Conducts relevant training of supervisors in bargaining unit contract interpretation and enforcement.

Joint Labor Management Relations
Conducts joint productivity meetings with labor representatives to promote the safe, efficient, and economical operation of the Authority.

Unemployment Compensation
Directs all internal Unemployment Compensation activities, including administration of all claims and representations of Authority positions in hearings and appeals.

Fiscal Year 2022 Goals and Business Initiatives

STRATEGIC PLAN GOALS	FOCUS AREA	BUSINESS INITIATIVES
DEVELOP A PROACTIVE ORGANIZATION	Implement Systems that Improve Efficiency	- Implement Phase II of SAP HRIS SuccessFactors to include Learning Management and Performance management systems. - Implement Efficiency & Accountability (E&A) Initiatives
	Liaise with External Organizations	- Build out skills applicant recruitment with public and private Vo-Tech schools - Partner with expert third parties such as West Philadelphia Skills Initiatives to hire high quality workforce
	Support Workforce Development	- Implement COVID-19 vaccine shots for workforce - Hold Women in the Trades Job Fair
	Manage Employee Benefits	- Install new contracts including Dental (for TWU 234), Actuary, Catastrophic Medical Insurance, Broker, W-2 Benefits Reporting and Background Check. - Support Union Labor Negotiation
	Champion Diversity & Inclusion Program	- Create a more robust & enhanced diversity, equity and belonging program through the creation of the DEB Council and the DEB Strategic plan. This plan to intersperse the important goals of DEB into SEPTA's business practices in a way that will enhance the experience of all employees. - Assist with re-design of the Authority's performance management system. - Facilitate Open Book series designed to allow employees an opportunity to talk about challenging social issues in a safe & respectful space.
	Advance Testing Initiatives	- Review Career Resource Connection (CRC) Testing processes for additional streamlining to increase maximum potential. - Review tests to ensure that processes identify the best candidates. - Leverage resources in the CRC to support employees with career objectives and exploration.
	Implement a Succession Planning Process	- Provide coaching services to next generation leaders - Implement 21st Century Coaching Program - Conduct needs assessment to create targeted succession planning efforts. - Provide enhanced leadership training to the GM team and other organizational leaders.
	Improve Absence Management	- Continue to train managers on best practices relating to attendance and FMLA compliance. - Facilitate on-going discussions with management regarding chronic issues of absenteeism to spot problem areas.

Fiscal Year 2022 Goals and Business Initiatives (continued)

STRATEGIC PLAN GOALS	FOCUS AREA	BUSINESS INITIATIVES
DEVELOP A PROACTIVE ORGANIZATION (continued)	Advance Training & Employee Learning Initiatives	- Continue to provide high quality technical training that results in well qualified, safe and productive employees. - Implement on-line EEO and Employee Relations training for all employees. - Leverage information from LMS and HRIS to anticipate organizational training needs. - Implement the new Learning Management System (LMS) to provide for a more modern approach to training. - Explore apprenticeship opportunities to strengthen trades position pipeline. - Support efforts of tradeswomen including mentorship, career development, outreach efforts and test preparation - Continue Coaching/Counseling sessions in conjunction with the Training Department to assist employees with career and promotional coaching as well as business and career tips - Move forward with the evaluation of the engineer & conductor "fit"' tests to determine whether SEPTA should adopt these tests for incoming trainees - Leverage training simulators to improve efficiency of training staff - Implement innovative and creative ways to utilize the CRC for increased team building and outreach for employees.
	Advance Onboarding Initiatives	- Create a SAM onboarding program to complement employee orientation
	Continue Commitment to Safety & Security	- Labor Relations continue its active role in Operational Safety Improvement Program to support Operation's efforts to improve safety on City rail. - Continue to provide a secure and confidential testing environment for internal and external candidates.
	Liaise with External Organizations	- Coordinate with recruiting high stake campaigns (i.e. West Philadelphia Skills Initiative and Electrical Internships) - Continue to conduct monthly business meetings with recruitment in order to continue to cohesively align overall organizational goals and objectives as well as identify upcoming issues - Negotiate fair and reasonable collective bargaining agreements while seeking to continually enhance good labor relations

Fiscal Year 2021 Accomplishments

Goals	Accomplishments
I. Implement HRIS	• Implemented Phase I of new HRIS System, SAP SuccessFactors with new Applicant Tracking, Recruitment, On Boarding, Employee Central, Dynamic Organization Charts, New Career site to provide better applicant experience.
II. Support Benefits Administration	• Installed several new Authority-wide contracts, including Defined Benefit (DB)/Defined Contribution (DC), Employee Assistance Program (EAP), Life Insurance, Long-Term Disability (LTD), Catastrophic Medical and Dental plan • Completed Medical Claims and Prescription (RX) Claims audits • Completed RFP Contract with IBC on Medical Plan Administration and Retiree Medicare Program • Implemented Policy Link URL during Malware attack
III. Implement a Succession Planning Process	• Developed and launched an Employee Development Plan. • Re-designed entry and mid-managers curriculum to be more interactive and competency/hierarchy based.
IV. Provide Leadership for Human Capital Development	• Expanded employee support services outside of the Career Resource Center including test preparation, interviewing and resume writing for Regional Rail personnel at the Personnel Assignment Office. • Launched a micro site on the employee Intranet called "Knowledge Up" which provides short duration monthly educational topics.
V. Customer Experience	• Streamlined CRC-Testing processes assessment waiting time from more than 20 minutes to less than 10 minutes. • Coordinated four high volume testing/recruitment campaigns for Bus Operator and Assistant Conductor/Engineer positions in order to meet high recruitment demands. • Conducted monthly business meetings with recruitment in order to continue to cohesively align overall organizational goals and objectives as well as identify upcoming issues or recruitment campaigns needing additional testing resources. • Completed renovations within the CRC which includes interview rooms for skill trades and other frontline positions and career coaching. • Regularly attend trainings and webinars from the National Employment Law Institute, Equal Employment Opportunity Commission, and the PA Employment Law Institute to ensure SEPTA remains up to date on the prevailing case laws.

Fiscal Year 2021 Accomplishments (continued)

Goals	Accomplishments
VI. SEPTA is a Business	• Finalized contractual agreements with seven bargaining units. • Reviewed and updated testing and retesting guidelines and procedures to ensure accuracy in preparation for publishing to the new Intranet.
VII. Safety and Security as the Foundation	• Coordinated with the Medical Department and Operations to establish a pilot Fitness for Duty program for NHSL and Media/ Sharon Hill operators and will coordinate communication with the union regarding the program. • Provided secure testing environment for internal and external candidates as well as maintaining confidentiality with test scores and integrity of testing assessments. • Implemented the newly integrated and secure Cloud-based testing platform Questionmark OnDemand • Initiated a Request for Proposals for a web-based training program in EEO and civility, which will be accessible to all SEPTA employees.
VIII. Workforce Development and Support	• Coordinated and instructed Labor Relations 101 and Supervising Hourly Employee courses. Conducted specific Labor Relations training for Sub-El managers at the request of Operations. • Met as members and communicated with peers in the Labor Relations Association of Passenger Railroads and Transit Labor Exchange networks to look for new opportunities, innovative ideas, best practices and labor law developments with other passenger rail and transit agencies. • Coordinated over 120 Career Coaching/Counseling sessions in conjunction with the Training Department to assist employees with career and promotional coaching as well as Business and Career tips. • Hosted four Diversity and Inclusion sessions. • Led a series of LGBTQ awareness efforts to train Regional Rail management. Sponsored a table for the City's annual Pride Parade and Outfest events.



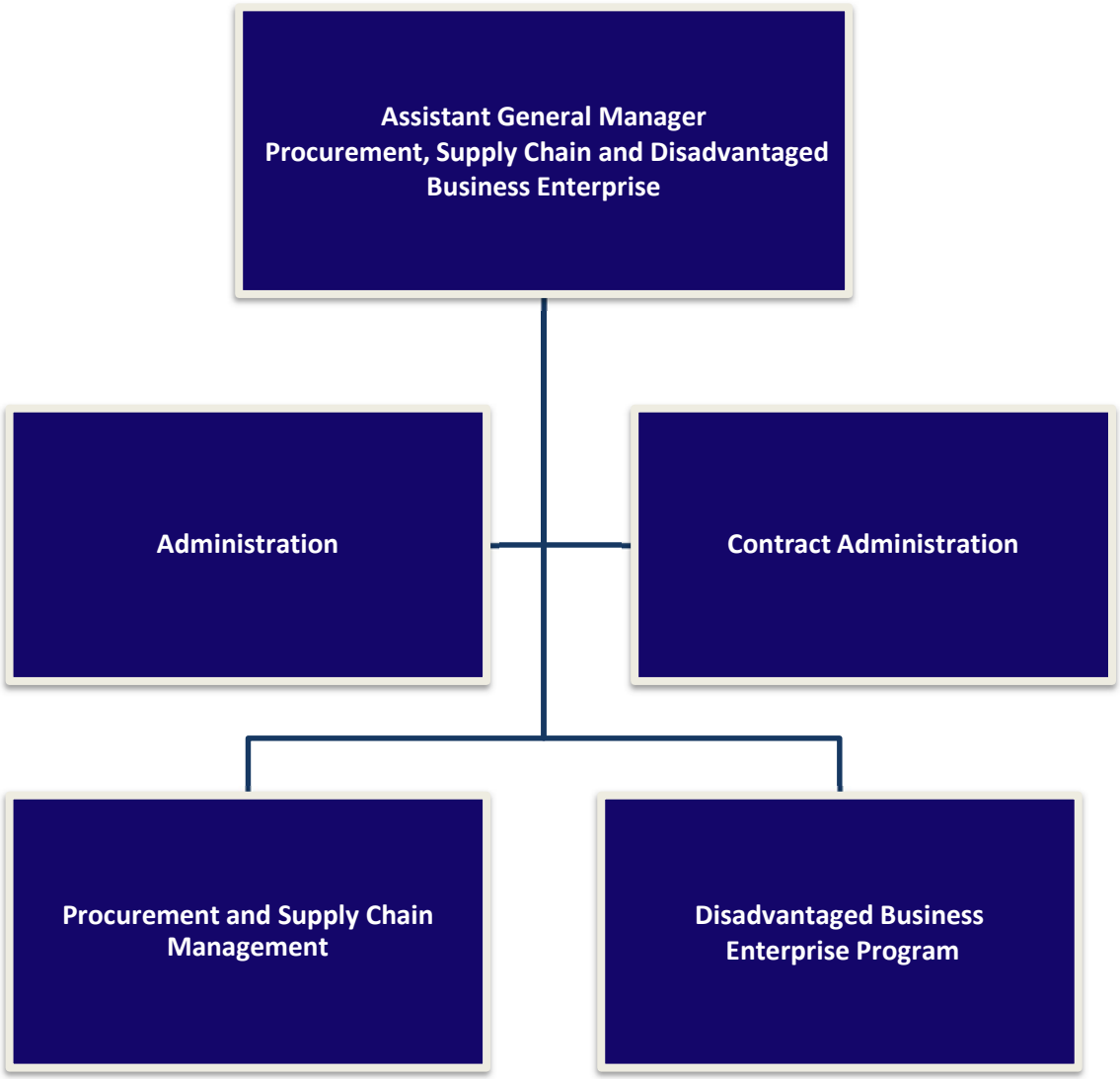
SEPTA

Procurement, Supply Chain and Disadvantaged Business Enterprise

Procurement, Supply Chain and DBE

Overview

The Procurement, Supply Chain and Disadvantaged Business Enterprise (PSC & DBE) Division is responsible for SEPTA's procurement, materials management, compliance and quality assurance, supply chain management, contract administration, and disadvantaged business enterprise programs.



Headcount

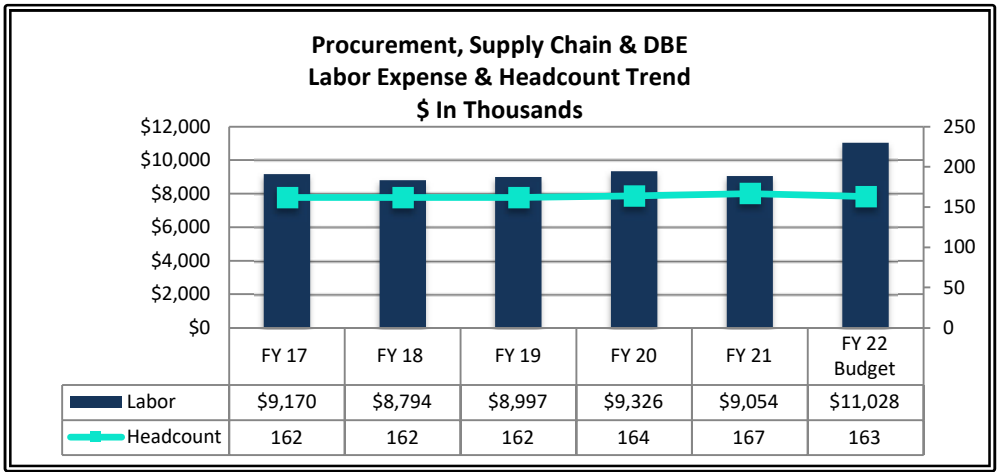
	OPERATING HEADCOUNT			
	Mgmt.	Clerical	Maint.	Total
Administration	5	-	-	5
Contract Administration	16	-	-	16
Disadvantaged Business Enterprise Program	4	-	-	4
Procurement and Supply Chain Management	65	63	1	129
Total Operating Headcount	**90**	**63**	**1**	**154**

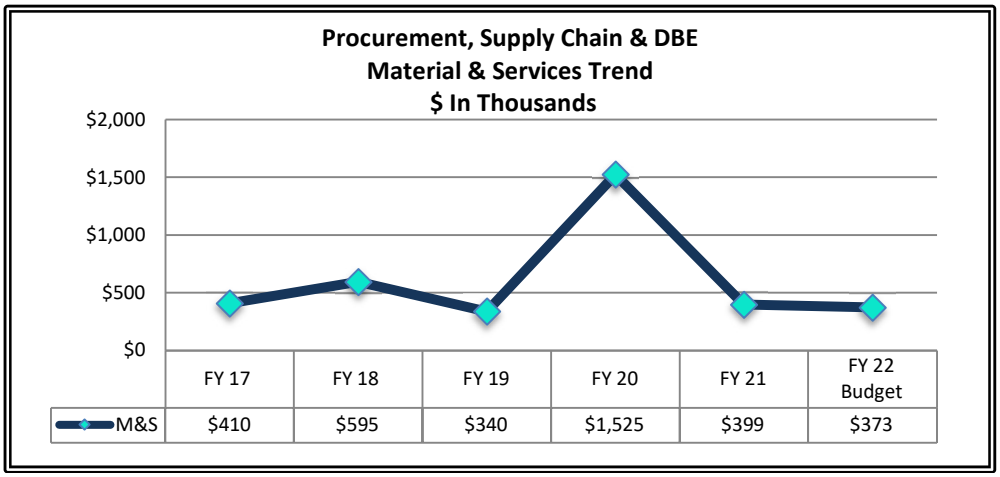
	CAPITAL HEADCOUNT			
	Mgmt.	Clerical	Maint.	Total
Administration	-	-	-	-
Contract Administration	-	-	-	-
Disadvantaged Business Enterprise Program	5	-	-	5
Procurement and Supply Chain Management	4	-	-	4
Total Capital Headcount	**9**	**-**	**-**	**9**

	TOTAL HEADCOUNT			
	Mgmt.	Clerical	Maint.	Total
Administration	5	-	-	5
Contract Administration	16	-	-	16
Disadvantaged Business Enterprise Program	9	-	-	9
Procurement and Supply Chain Management	69	63	1	133
Total Headcount	**99**	**63**	**1**	**163**

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$593	$14	$607
Contract Administration	1,356	25	1,381
Disadvantaged Business Enterprise Program	312	30	342
Procurement and Supply Chain Management	8,767	304	9,071
Total	**$11,028**	**$373**	**$11,401**





Note: FY 2020 material & services expenses increased due to the use of temporary help to supplement manpower vacancies and the transition of a major material warehouse to a new facility.

Principal Responsibilities

PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

Compliance and Quality Assurance

Provide coordination and enforcement of SEPTA's compliance with federal, state, and local funding agency regulations for approved capital projects, planning studies, and other non-operating projects. Participate in updating standard form contracts, the procurement manual and related policy instructions. Provide analytical reports, system administration, enhancements, contract processing, records management, and training support for the department. Audit procurement packages pertaining to the Authority's purchasing process and funding regulations. Monitor Certified Payrolls for all SEPTA construction projects in accordance with the Davis-Bacon and related acts. Administer Authority-wide programs such as e-procurement, electronic stockless stationery, Procurement Card, and the Materials Management/Purchasing system.

Materials Management (Automotive and Rail)

Perform analysis, forecasting, and identification of inventory requirements to determine adequate stocking levels to effectively purchase/lease stock and non-stock rail and vehicle parts, material, equipment, supplies, and services, except for major vehicle procurements. Provide direct field support to maintenance directors and shop personnel. Coordinate Authority-wide inventory reduction and control programs. Maximize return on investment through Asset Recovery programs and long term, market-based scrap metal contracts. Perform inventory requirements planning for vehicle overhaul programs and various maintenance projects.

Materials Management (Infrastructure)

Perform analysis, forecasting, and identification of inventory requirements to determine adequate stocking levels to effectively purchase/lease stock and non-stock infrastructure, material, equipment, supplies, and services. Provide direct field support to maintenance directors and shop personnel. Perform requirements planning for various capital project programs and various maintenance projects.

Supply Chain Management

Plan and coordinate inventory requirements with all Operations areas to meet short and long-term material needs. Administer storeroom operations, warehousing and distribution functions, including receipt, storage, issuance and control of all stock materials for the Authority's diversified fleet of vehicles, for vehicle overhaul programs and for infrastructure maintenance requirements. Administer SEPTA's Vendor Managed Inventory Program.

CONTRACT ADMINISTRATION

Perform solicitations, contract awards, and post-award administration including change orders, dispute resolution and contract closeout. Administer contracts by overseeing vendors to fulfill contractual obligations.

Construction and Vehicle Acquisition

Perform procurement and administration of project-specific architectural, engineering and associated construction-related services, new construction, and renovations of facilities and structures. Responsible for solicitation, award and administration of large scale new construction projects as a result of Act 89 funding, infrastructure hardening and resiliency programs, as well as major equipment purchases, including rail and bus fleets.

Professional and Technical Services
Procure and administer revenue producing vehicles (buses and rail cars), employee benefits, insurance and associated passenger services such as paratransit and fixed route. Solicit, award, and administer professional services contracts including state and federal legislative services, advertising, brokers and lease and management services. Also includes technical services such as landscaping, janitorial, IT support maintenance and pest extermination.

DISADVANTAGED BUSINESS ENTERPRISE PROGRAM OFFICE (DBEPO)

Disadvantaged Business Enterprise (DBE) Certification
Participates as one of five principal certifying agencies within the Commonwealth of Pennsylvania to provide one-stop shopping for firms seeking certification as a Disadvantaged Business Enterprise (DBE) in accordance with 49 CFR Parts 26 and 23. Represents the Authority as a managing member of the Commonwealth of Pennsylvania's Unified Certification Program (PA UCP).

Small Business Enterprise (SBE) Program
Administers the SBE Program to meaningfully involve small business concerns in procurement and contracting activities towards increasing the race-neutral portion of the Authority's overall DBE goal.

DBE Compliance
Reviews solicitations to ensure the meaningful involvement of DBE firms in the Authority's procurement and contracting activities; establishes goals for applicable projects, evaluates bid/proposal submissions for adherence to DBE requirements, monitors projects for DBE goal achievement, and ensures equitable treatment of DBE firms performing on contracts.

DBE Program Outreach
Provides technical assistance, guidance, and resources to all small businesses interested in pursuing contracting opportunities; coordinates internal and external outreach events; facilitates workshops and networking events for prime contractors, DBEs, and SBEs.

Fiscal Year 2022 Goals and Business Initiatives

STRATEGIC PLAN GOALS	BUSINESS INITIATIVES
DEVELOP A PROACTIVE ORGANIZATION	- Conduct Customer Satisfaction Surveys for both internal user departments and vendors - Participate in safety events and initiatives. - Complete regular operations training and refreshers for storeroom personnel. - Ensure timely delivery of materials and services. - Ensure inventory accuracy. - Achieve optimum material fill rate at major parent locations. - Ensure minimum number of revenue vehicles out of service due to unavailability of materials. - Ensure and monitor asset security
PROVIDE AN INTUITIVE EXPERIENCE	- Support customer service events - Conduct/participate in workshops for small, minority and women-owned businesses. - Conduct division tour and procurement trainings. - Monitor and improve turnaround time for solicitations/procurements - Achieve inventory reduction. - Achieve asset recovery - Enhance electronic quoting/bidding, certified payroll process, and DBE certification process.
DELIVER A SEAMLESS TRANSIT NETWORK	- Develop and implement an SBE set-aside program. - Implement Vendor Performance Program - Develop dashboards for monitoring divisional performance.

Fiscal Year 2021 Accomplishments

Goals	Accomplishments
I. The Customer Experience	• Achieved inventory accuracy of 85% for Light Rail; 90% for Regional Rail, and 77% for Bus. • Hosted five DBE/SBE outreach events/workshops. • Disseminated contracting/networking/outreach related opportunities regularly via e-Blasts. • Annual average of the number of vehicles out of service due to material non-availability was 5.3 per month compared to a goal of less than 10.
II. Employee Development	• Continued review/update of desk procedures. • Conducted procurement training sessions. • Developed virtual training for personnel. • Participated in professional development programs.
III. Rebuilding the System	• Developed and implemented departmental dashboards. • Relocated SEPTA's supply chain warehouse
IV. SEPTA is a Business	• Cameras installed, configured and tested at Decatur Warehouse. • Achieved inventory reduction. • Achieved asset recovery. • Streamlined/expedited procurement processes. • Tracked and monitored the Cores Program. • Continued DBE Certification Program.
V. Safety as the Foundation	• Conducted operations training and refreshers regularly for storeroom personnel. • Conducted safety briefings at all material distribution centers. • Participated in safety events

SEPTA

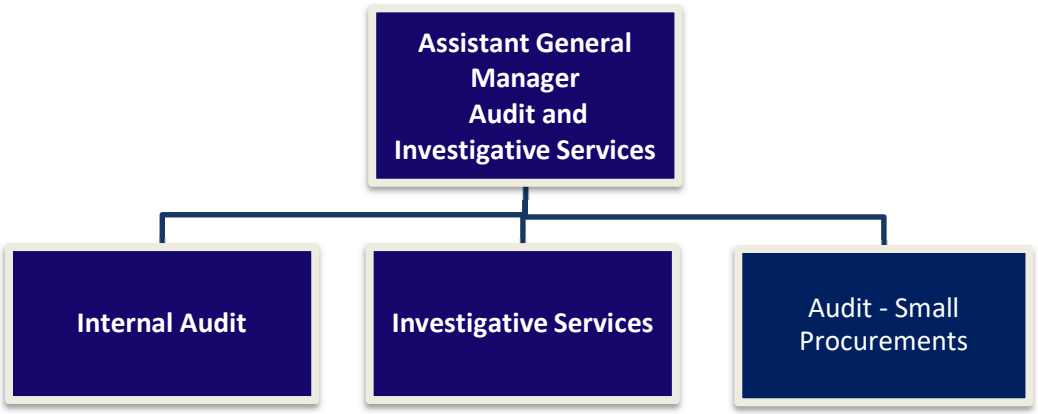
Audit and Investigative Services

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Audit and Investigative Services

Overview

The Audit and Investigative Services Division conducts audits, reviews, and investigations of the Authority's operations to promote economy, efficiency, and effectiveness and to detect and deter waste, fraud, abuse, and mismanagement. The Division includes the Internal Audit Department and the Investigative Services Department.



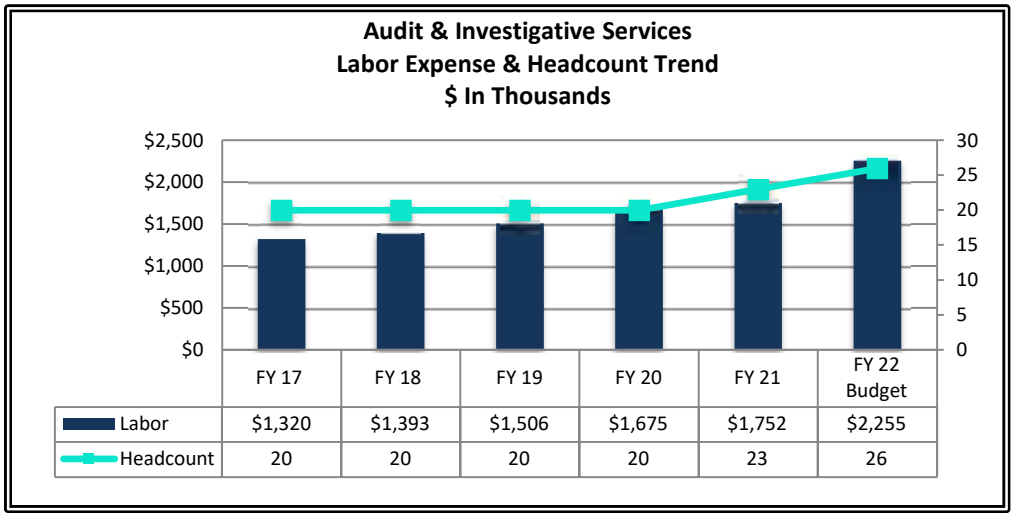
Headcount

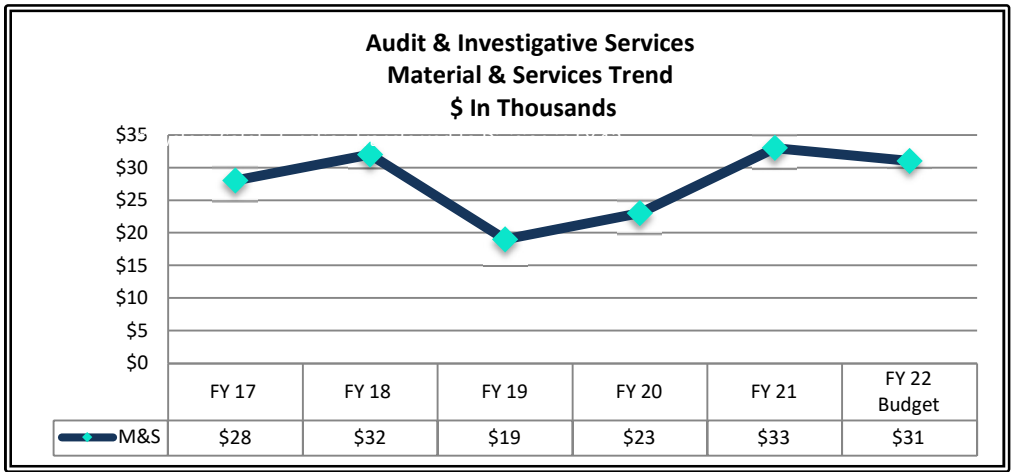
	OPERATING HEADCOUNT		
	Mgmt.	Police	Total
Internal Audit	13	-	13
Office of the Inspector General	5	4	9
Audit – Small Procurements	4	-	4
Total Headcount	**22**	**4**	**26**

Budget

Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Internal Audit	$1,085	$21	$1,106
Office of the Inspector General	872	9	881
Audit – Small Procurements	298	1	299
Total	**$2,255**	**$31**	**$2,286**





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Principal Responsibilities

INTERNAL AUDIT

Internal Audit is an independent, objective, internal review and consulting activity designed to add value and improve the organization's operations. It provides a systematic, disciplined approach to evaluate financial risk/exposure and improve the effectiveness of risk management, internal control, and governance processes.

Internal Audit conducts financial, compliance, and operational audits of departments within the Authority. The department is also responsible for the review of cost proposals and audits of cost reimbursement contracts and change order/claims. Additionally, Internal Audit provides a wide range of internal consulting support to departments upon request. The Department is comprised of Internal Audit, Information Technology, and Contract Audit sections.

Internal Audit

Internal Audit is responsible for reviewing all areas within the Authority by performing formal audits of an entire process or independent reviews of a particular activity or account balance.

Information Technology

A specialized sub-unit of Internal Audit that is responsible for reviewing new and existing computer applications, access security, and hardware. Independent data extracts and reporting support are also generated for Internal Audit and other divisions.

Contract Audit

Contract Audit is responsible for auditing or reviewing third-party cost data in accordance with established policies and federal requirements. The work includes reviews of pre-contract cost proposals and audits of actual costs incurred on cost-plus-fixed-fee contracts. In addition, Contract Audit performs audits or reviews of cost documentation in support of change orders and claims.

INVESTIGATIVE SERVICES

The Investigative Services Department (Office of the Inspector General) is responsible for conducting independent investigations related to fraud, waste, abuse, and mismanagement. This is accomplished through continuous monitoring and conducting investigations reported by internal and external sources. In addition, the office works in partnership with local, state, and federal law enforcement as concerns relate to SEPTA business partners, employees, and vendors.

Fiscal Year 2022 Goals and Business Initiatives

STRATEGIC PLAN GOALS	FOCUS AREA	BUSINESS INITIATIVES
DEVELOP A PROACTIVE ORGANIZATION	Establish Internal Controls	a. Advance this goal by participating proactively in the up-front development of internal controls in new systems and processes that are the result of the Efficiency and Accountability program.
	Create Efficient Processes & Increase Accountability	a. Focus auditing efforts on ensuring that clear lines of responsibility exist in all processes under review and that there is consistent application of accountability.
	Emphasize Sustainability	a. Assist in advancing the Environmental and Sustainability Management System by ensuring compliance with the requirements of ISO14001 at the SEPTA locations that have achieved certification and proactively review locations that are scheduled to advance towards certification.
	Enable Data-Driven Decision-Making	a. Provide the framework for data sharing through Authority Policy and access security controls regarding internal data use.

Fiscal Year 2021 Accomplishments

Goals	Accomplishments
I. Advance the goal of management accountability by identifying and formalizing requirements for areas determined to involve expenditures of Authority funds.	• Included focus on management accountability in completed audits, follow-up audits and requested IG investigations to move toward a culture of ownership.
II. The Customer Experience	• Tracked daily reports of elevator and escalator outages and initiated efforts toward assembling a group with the goal of identifying gaps in communication of outages to the public. • This initiative was stopped with the onset of Covid-19
III. Workplace Development and Support	• Part of a team that advanced the new Parental Leave Policy and edits to existing policies to reflect the current workplace.
IV. Formalize the Investigative Services Department's Authority Regarding Workforce Cooperation.	• During FY 2021, external legal opinions supported the Inspector General's authority in administrative cases. • The Audit & Investigative Services policy has been updated in draft to reflect these opinions.

SEPTA

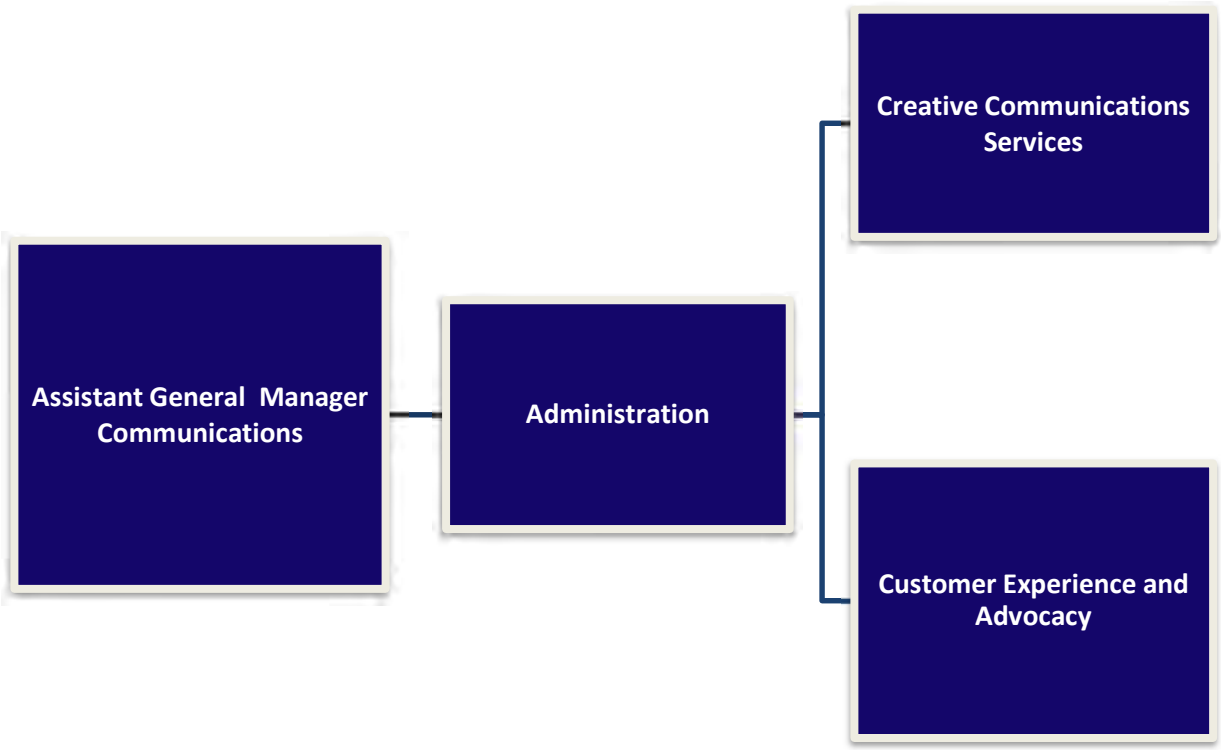
Communications



Communications

Overview

The Communications Division is responsible for the development, implementation, and coordination of SEPTA customer service and customer advocacy initiatives. The Division acts as the clearing house for all customer information gathered across various channels, for collecting "customer intelligence", for advancing the Authority's "Customer-Focused" agenda, and for performing consumer research to help the organization ascertain customer priorities, satisfaction levels, and overall loyalty. Creative Communications Services responsibilities include internal and external corporate communications, the development of customer information brochures, posters and notices, system signage, way-finding information, and maps. The Division manages the editorial content, new features, graphics, navigation, and editorial content for SEPTA Internet and Intranet websites. It is also responsible for preparing communications for distribution to employees through broadcast messages, SEPTANow text messaging, posters, and flyers. The Division produces videos and provides still photography for a broad range of internal and external distribution points, directs the Art-in-Transit program, and manages Graphics, Printing Services, the Sign Shop and Fulfillment operations.



Headcount

	OPERATING HEADCOUNT			
	Mgmt.	Clerical	Maint.	Total
Administration	3	-	-	3
Creative Communication Services	10	5	2	17
Consumer Market Research & Analysis	2	-	-	2
Customer Development & Advocacy	4	-	-	4
Customer Service Center	14	59	-	73
Customer Service ADA/SRP	4	-	-	4
Total Headcount	**37**	**64**	**2**	**103**

Budget

Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$512	$ -	$512
Creative Communication Services	1,296	783	2,079
Consumer Market Research and Analysis	156	-	156
Customer Development and Advocacy	312	-	312
Customer Service Center	4,982	310	5,292
Customer Service ADA/SRP	336	-	336
Total	**$7,594**	**$1,093**	**$8,687**

Principal Responsibilities

ADMINISTRATION
Coordinate, manage and direct the financial and administrative activities for the Communications Division.

CUSTOMER EXPERIENCE AND ADVOCACY

Consumer Market Research and Analysis
Understanding the needs and expectations of a business' customers is vital to success. This unit uses qualitative and quantitative research, plus audits by service quality staff, to support the goals of the Division as well as other SEPTA business units. It also oversees the Service Quality Unit, SEPTA's "Secret Shoppers" that assesses all aspects of the Customer Experience, anywhere and anytime.

Customer Development and Advocacy
This department advances the Customer Experience through a number of interdivisional initiatives, customer outreach/engagement, developing new markets, supporting Covid-19 ridership recovery efforts, and managing customer advocacy and stakeholder relations. It also coordinates "Building A SEPTA Culture of Service and Camaraderie" (BASCSC), the Authority's relationships with Mural Arts and other artistic groups and the Customer Experience in all underground concourse and common areas. This department provides staff support and guidance to the Citizen Advisory Committee and the Youth Advisory council, as well as number of urbanist and enthusiast groups that have strong transit agendas.

Customer Service
The Customer Contact Center is open daily and responsible for responding to all inquiries and concerns received via telephone, email, web form, letter, and social media. There are four sections. The agents in the Telephone Information Center provide travel information, while the Contact Center Specialists handle all complaints, commendations, and suggestions. The CCT Agents support our paratransit customers. The Social Media Specialists engage customers on all issues. They also produce and use a variety of techniques to build social relationships and perform sophisticated "Customer Intelligence & Analysis: (CIA) research on trending topics that may potentially impact the Authority. The Contact Center staff works closely with the SEPTA Key Call Center. The department also manages seven field locations at major transit hubs where agents engage and support customers.

CREATIVE COMMUNICATIONS SERVICES

Communications
Provides day to day management of digital platforms including customer website, employee intranet, and employee messaging systems. Works with internal department to prepare a variety of customer communication pieces including videos, posters, flyers, and web content.

Graphic Services
Provide creative concept, design, layout, and pre-production services for all departments in the Authority for a vast range of projects including brochures, leaflets, posters, maps, signage, sales materials, and specialty projects. Manages corporate branding program for letterhead, business cards, PowerPoint templates; creates logos and other branding materials for corporate initiatives. Responsible for graphic design of the SEPTA Internet and Intranet websites.

Fulfillment Services
Provide direct mail service to customers, internal SEPTA departments and constituents requesting bulk distribution of transit timetables, customer service notices and other brochures and leaflets produced by the Authority.

Print Services and Sign Shops
Internal production operations for Authority departments and operations. The Print Shop is responsible for printing approximately 7 million transit schedules each year as well as customer brochures, posters, leaflets, maps, mass distribution employee memos, forms and corporate business cards and stationery. The Sign Shop is responsible for producing a variety of system and vehicle signs, decals, posters, and banners.

Fiscal Year 2022 Goals and Business Initiatives

STRATEGIC PLAN GOALS	BUSINESS INITIATIVES
DEVELOP A PROACTIVE ORGANIZATION	- Restore the Veritas software program and rebuild the database. Create a new data baseline. Thereafter, provide reports and analysis to GM Team and others regarding customer concerns and priorities. - Work with other Divisions to ensure that the Customer Experience agenda remains vital and relevant by closing out complete/obsolete initiatives and introducing new ones. - Advocate for the inclusion of Customer Experience attributes in critical SEPTA programs such as Trolley Modernization, Comprehensive Bus Network Redesign, SEPTA Key, and King of Prussia Rail. - Ensure customer-related design features are fully considered in facility and vehicle design. - Expand and enhance relationships with transit advocacy groups. - Work to inject arts and entertainment into customer journeys. - Provide leadership to culture change initiatives such as BASCSC that focus on customer-focused decision making, teamwork, recognition and celebrating achievements.
PROVIDE AN INTUITIVE EXPERIENCE	- Continue to train staff in the use of all new and existing real-time tools. - Train field personnel to proactively approach customers to provide support. - Assist in the development and deployment of new customer apps that can indicate Crowding and Cleanliness. - Promote headway schedules through Contact Center. - Support wayfinding improvements especially in the vast and undefined concourse network, using the street sign concept demonstrated in Suburban Station

Fiscal Year 2022 Goals and Business Initiatives (continued)

STRATEGIC PLAN GOALS	BUSINESS INITIATIVES
DELIVER A SEAMLESS TRANSIT NETWORK	- Use consumer research to assess needs and opportunities to improve services. - Establish Welcome Centers at high volume / high visibility locations to assist customers when making linked journeys. - Educate new and prospective customers about the benefits of the SEPTA Key. - Support training intended to help employees see SEPTA through the customer's lens.

Fiscal Year 2021 Accomplishments

Goals	Accomplishments
I. Nourish and advance a wide array of Customer-Focused Initiatives	**External Customer** • Provided phone assistance to over 175,000 customers despite the pandemic and loss of ridership. • Sustained proactive social media presence on all customer service-managed channels and tracked metrics on all others where possible following the malware attack. • Coordinated the growing SEPTA/Mural Arts relationship, with over 12 active projects and others proposed. • Assisted Finance to advance the Jefferson Station Naming rights program with monthly service quality audits while advancing efforts to obtain new vendors to support the floral, floor mat, seating and lighting projects.

Fiscal Year 2021 Accomplishments (continued)

Goals	Accomplishments
I. Nourish and advance a wide array of Customer-Focused Initiatives (continued)	**Internal Customer** • Continued to manage the BASCSC program with an emphasis on morale and camaraderie during the pandemic. This includes a number of recognition programs and continuation of commendation monitoring. • Support Safety with numerous outreach events. • Held periodic employee safety sessions in conjunction with System Safety. • Promoted National Employee Recognition Day.
II. Develop Customer-Focused Workforce	• Advocated, supported and implemented requirement to ensure all SAM employees receive at least one customer-focused performance goal annually. • Lead efforts to recognize team members that have made a significant contribution to customer satisfaction, peer support or gaining/sustaining customer loyalty. • Provided leadership to culture change initiatives such as BASCSC that emphasize customer-focused decision making at all levels of the organization. • Designed and piloted a new, interactive training program "Navigating the Customer Experience" designed to promote self-awareness and team building.
III. Employ technological advancements to improve Customer Service	• Implemented a pilot to evaluate SEPTA's ability to use "texting" as a new customer communications channel. • Developed and implement ad temporary Customer Relations Management protocol when the VERITAS software and database was lost. • Implemented new technology protocols to allow Call Center Agents to use laptops to work from home during the pandemic.

Office of General Counsel

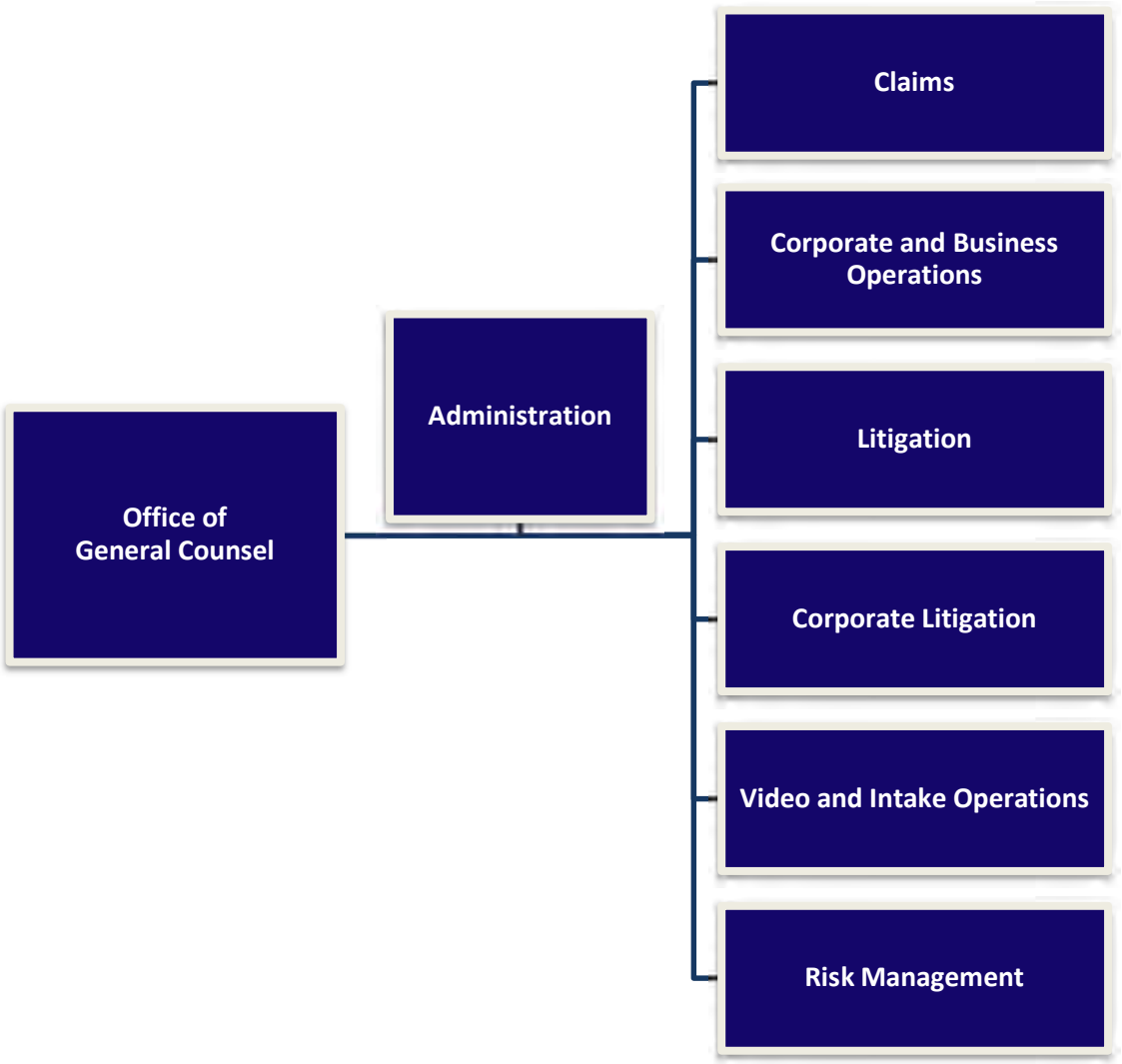


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Office of General Counsel

Overview

The Office of General Counsel Division consists of the Corporate and Business Operations, Video and Intake Operations, Litigation, Corporate Litigation, Claims, and Risk Management Departments, all reporting to the Office of General Counsel.

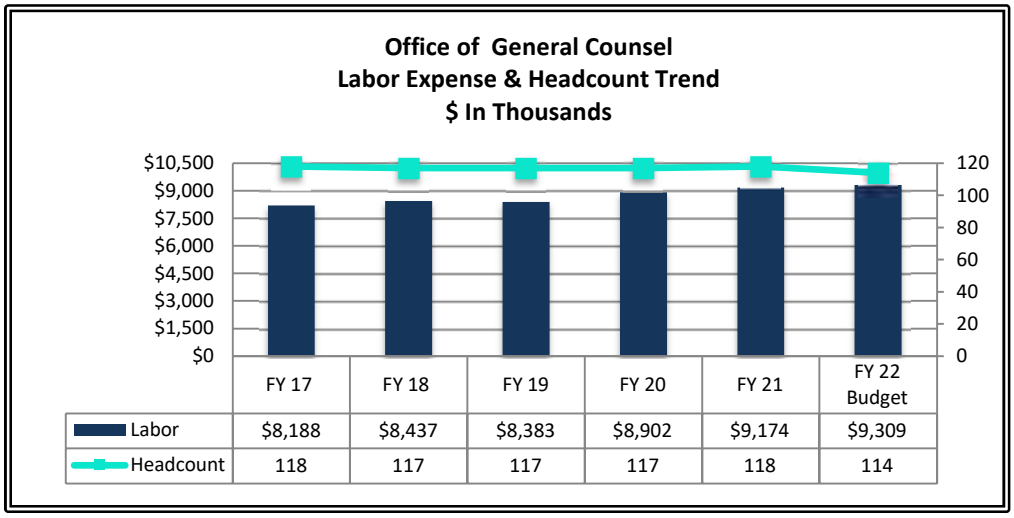


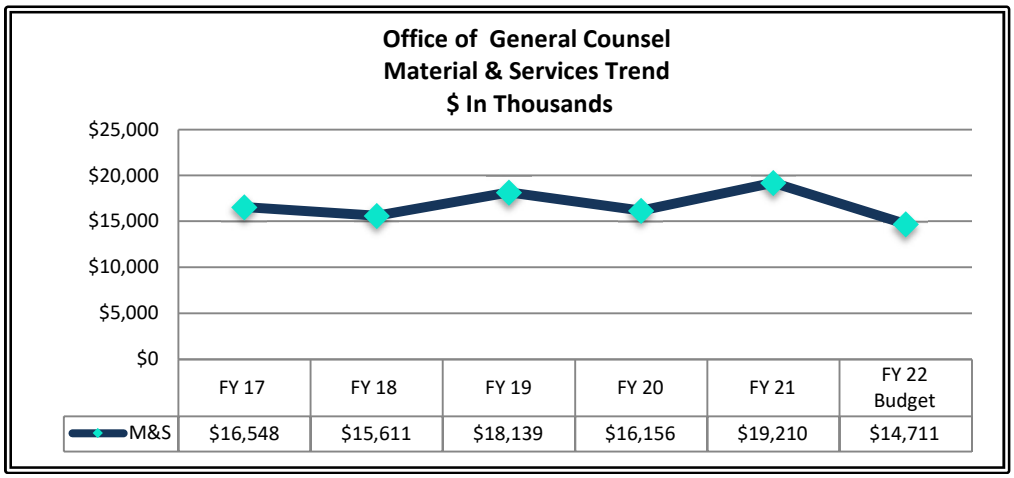
Headcount

	OPERATING HEADCOUNT		
	Mgmt.	Clerical	Total
Administration	8	-	8
Claims	16	10	26
Corporate and Business Operations	9	-	9
Litigation	29	-	29
Corporate Litigation	3	-	3
Video and Intake Operations	18	12	30
Risk Management	9	-	9
Total Headcount	**92**	**22**	**114**

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$1,102	$220	$1,322
Claims	1,843	1,465	3,308
Corporate and Business Operations	860	6,226	7,086
Litigation	2,435	3,065	5,500
Corporate Litigation	297	1,985	2,282
Video and Intake Operations	2,042	1,734	3,776
Risk Management	730	16	746
Total	**$9,309**	**$14,711**	**$24,020**





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Principal Responsibilities

CORPORATE
Lawyers within the Corporate Department negotiate and draft legal contracts and other documents that support and promote the activities of client departments. Counsel advises management on matters that have legal implications, assists other departments in drafting documents that have legal-related elements, and works with outside attorneys handling matters involving specialty areas of the law. The Corporate Department is involved in all transactional legal matters such as those related to procurements, construction, technology contracts, real estate, environmental law, energy, sustainability, and railroads and property use.

CLAIMS AND INTAKE OPERATIONS
The Video and Intake Unit is responsible for performing intake functions for all matters, claims and requests that come into the Office of General Counsel; seeking and compiling all information, data and records needed to handle all OGC matters; and featuring those functions associated with carrying-out the Authority's video surveillance program. The video program includes planning, collecting, reviewing, preserving, storing and producing data from video systems on SEPTA vehicles and in stations. Staff within this Department also respond to and handle requests for, notification of, and production of employee witnesses for court matters.

The Claims Unit is responsible for the handling of personal injury and property damage claims. Many claims are handled in tandem with attorneys in the Litigation Department, from first notice of the claim through its final resolution. Claim handling involves: thorough and detailed examination of evidence, a determination of liability and assessment of potential damages. The existence of pertinent video provides a key piece of beneficial evidence, one which often provides a dispositive defense to a claim. If the Authority is liable to an individual for injuries or property damage, then Staff will attempt to settle the claim in an equitable and prudent manner. For claims where the Authority either is not liable or is not able to obtain a just settlement, the case is defended in court by the attorneys of the Litigation Department.

LITIGATION DEPARTMENT
The Litigation Department is responsible for representing SEPTA in personal injury and property damage claims once a lawsuit is filed. Attorneys within the Litigation Department (as well as outside counsel who are managed by Department attorneys) handle all aspects of litigation from pleadings through discovery and up to and including trial. The attorneys evaluate cases and make settlement recommendations. When appropriate, the Department attorneys negotiate final settlements. The Litigation Department also handles appellate cases in the Commonwealth Court and Supreme Court of Pennsylvania on issues regarding SEPTA cases as well as others that may affect SEPTA as a mass transit agency and/or as a Commonwealth Party.

CORPORATE LITIGATION DEPARTMENT

Lawyers within the Corporate Litigation Department represent SEPTA in civil actions that are other than personal injury and property damage. Corporate litigation actions include, labor and employment matters, civil rights cases, contracts and construction suits, and trademark registration and infringements. This Department also provides legal counsel to management on employment matters and statutes (including Title VI, ADAAA, ADEA, FMLA, FLSA, and USERRA) and employment concerns before state and federal administrative agencies. Additionally, Staff within this Department handles the intake, response, and appeal of requests for Authority records submitted under the Pennsylvania Right-to-Know Law, third party subpoena requests for records and litigation holds.

RISK MANAGEMENT

The Risk Management Department manages SEPTA's programs to compensate injured employees who have claims under the Commonwealth's workers' compensation laws or under the Federal Employers Liability Act (FELA). Department Staff oversee a third-party administrator of workers' compensation claims, handling medical and indemnity management, coordinating internal vocational rehabilitation, and managing all alternative and transitional duty programs. Staff also administers supplemental benefits as prescribed by labor contracts. FELA Unit Staff oversee a third-party administrator of FELA claims which monitors, settles, and oversees litigation of claims of injured Regional Rail workers. The Insurance Unit Staff helps to manage the Authority's exposure to risk under transactional situations, through the application of risk management tools such as insurance programs, self-insurance administration, performance bonds, and letters of credit. The Business Operations Unit within this Department is responsible for the administrative and business functions that support the Office of General Counsel (OGC), such as staffing and employment management, training, budget development, administering legal services contracts and managing office equipment and supplies.

Fiscal Year 2022 Goals and Business Initiatives

STRATEGIC PLAN GOALS	FOCUS AREA	BUSINESS INITIATIVES
DEVELOP A PROACTIVE ORGANIZATION	Implement Document Management for the Corporate Department using SharePoint	- Application will have functionality to organize matters based on a unique identification scheme, to organize and store information by matter, to provide management with status and notes, and to allow for queries and reporting
	Provide Sponsorship for SEPTA's Efficiency and Accountability Program	- Sponsorship of all Real Estate workstream initiatives, including direct participation in the design and implementation of a new Right of Entry System for SEPTA
	Corporate Department actively supports SEPTA's Diversity, Inclusion and Equity initiatives	- In addition to general support, host a one-hour, web-based event for the Office of General Counsel
	Contribute to Employee Development through Corporate education	- Complete and advance a presentation with the Office of Training Facilitation entitled – "The Authority's Authority - A Legal Overview of SEPTA"
	Develop a continuing plan to update Vehicle Video Program	- Utilize capital funding for replacement of video equipment - Secure contract for reliable maintenance and troubleshooting of video equipment
	Explore use of Bus Video System as a bus lane enforcement tooL	- Program costs would be offset by fees collected as part of enforcement. - Successful program would assist with efforts to reduce congestion in Center City.
	Identify risk mitigation strategies other than insurance	- Conduct Risk Management Roundtable with members of the GM Team to identify potential exposures. - Obtain a yearly report from SEPTA's Risk Management Advisory Committee that identifies emerging risks and provides recommended solutions. - Continue to explore the use of risk transfer tools other than insurance.

Fiscal Year 2021 Accomplishments

Goals		Accomplishments
I.	**Expand upon the pilot program developed during FY 2020 to extend to all outside Counsel Cases**	• While this program continues the full benefits was not realized in FY 2021. This is part due to the closing of the Courts due to Covid-19 and in part due to the malware attack.
II.	**Implement Document Management for the Corporate Department using SharePoint**	• Corporate Staff are now using the SharePoint application to track, monitor, organize, and store the various documents and other data for corporate legal matters.
III.	**Improve FELA Claims Management Process**	• FELA program was successfully transition to Sedgwick. Sedgwick employs a retired SEPTA employee as a field investigator. This investigator has strengthened the early investigation of FELA matters.
IV.	**Develop a continuing plan to update Vehicle Video Program**	• This goal remains ongoing.



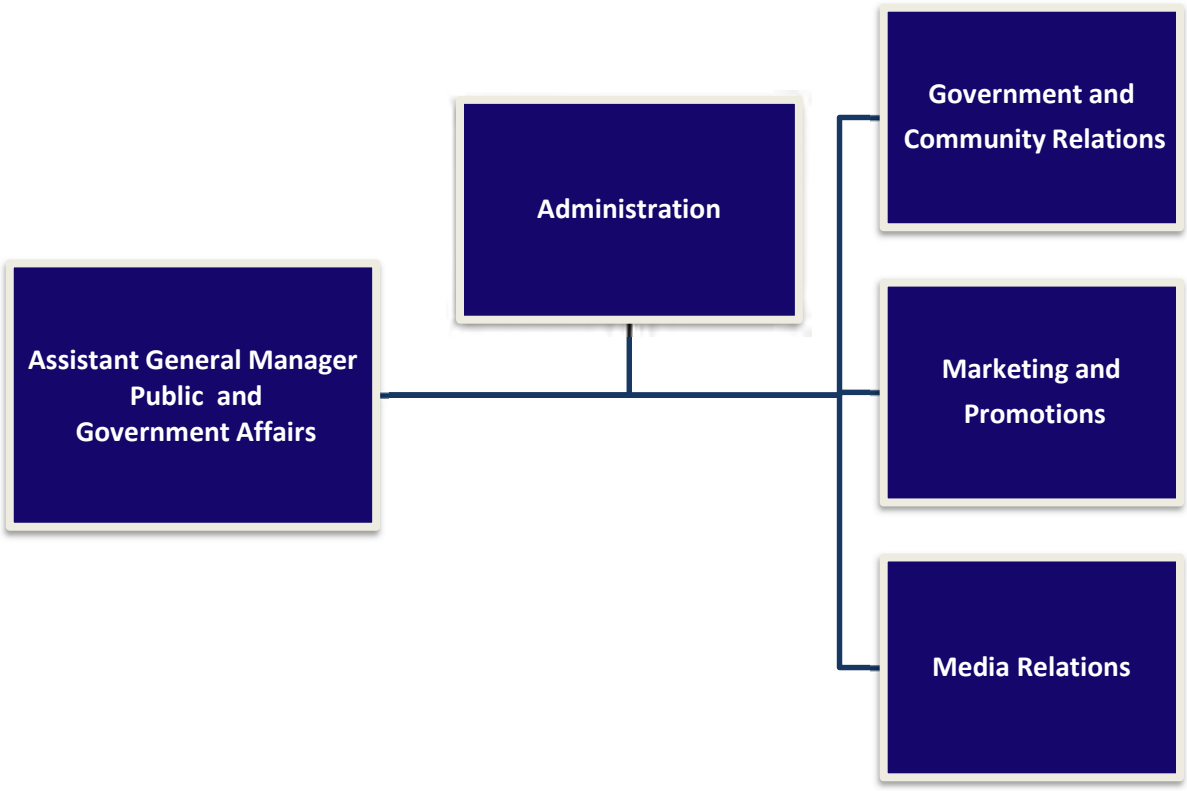
SEPTA

Public and Government Affairs

Public and Government Affairs

Overview

The Public and Government Affairs Division – comprised of Administration, Government and Community Relations, Marketing and Promotions, and Media Relations – is responsible for communicating the Authority's official position on key issues, enhancing public perception, and developing campaigns that promote transit awareness and ridership growth. The Division builds and maintains strong working relationships with federal, state, and local elected officials, members of the media and transit stakeholders to ensure SEPTA's priorities and message effectively reach lawmakers and the public.

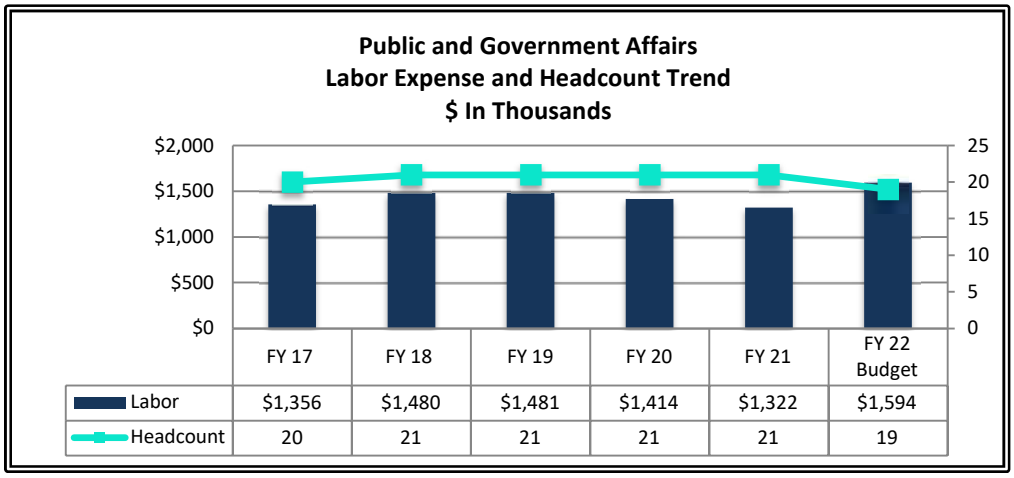


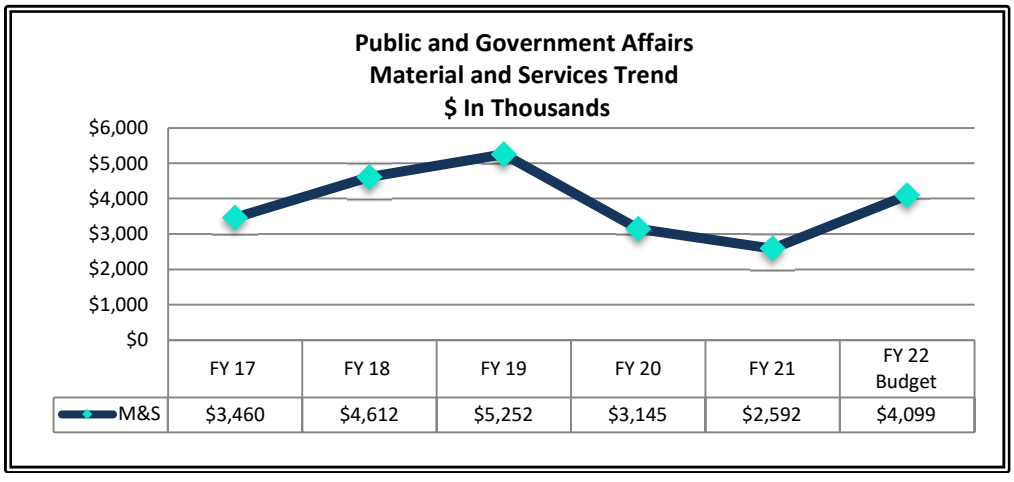
Headcount

	OPERATING HEADCOUNT		
	Mgmt.	Clerical	Total
Administration	4	-	4
Government and Community Relations	8	-	8
Marketing and Promotions	3	-	3
Media Relations	4	-	4
Total Headcount	**19**	**-**	**19**

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$468	$1,021	$1,489
Government and Community Relations	617	22	639
Marketing and Promotions	185	3,049	3,234
Media Relations	324	7	331
Total	**$1,594**	**$4,099**	**$5,693**





Note: FY 2020 decrease was due to the curtailment of advertising as a cost saving initiative during the Covid-19 pandemic.

Principal Responsibilities

ADMINISTRATION
Coordinates, manages, and directs the financial and administrative activities for the Public and Government Affairs Division.

GOVERNMENT and COMMUNITY RELATIONS

State
Advocates on behalf of SEPTA's funding and legislative priorities with the Pennsylvania General Assembly, the Governor's office, and relevant state departments. Builds and maintains effective relationships with elected officials from the five county region, Senate and House leadership, and committees of jurisdiction. Staff serves as the Authority's point of contact for legislative and constituent inquiries and develops strategies for engaging local and statewide stakeholders in support of transportation policies that further SEPTA's operating and capital initiatives.

Federal
Works with the region's Congressional delegation, committees of jurisdiction, and various federal agencies to advance SEPTA's interests both legislatively and administratively. Reviews and analyzes legislative and regulatory provisions related to transportation authorization and annual appropriations, safety, energy and environmental policy, and accessibility to ensure federal transportation policies further SEPTA's operating and capital priorities.

Local / Community
Works with Philadelphia City Council, Bucks, Chester and Montgomery County Commissioners, Delaware County Council, and local officials to advance operating and capital initiatives to meet the region's transportation needs. Staff provides proactive outreach before and during SEPTA projects, and responds to issues impacting Council Districts and communities throughout the service area. Staff also attends city, county, and municipal meetings to update the public on SEPTA projects and works with a variety of community groups to address various transit-related issues.

MARKETING and PROMOTIONS
Uses innovative and attention-grabbing promotional campaigns to build awareness about SEPTA service. Interacts with current and potential customers to build and maintain ridership across all modes and in all counties. Effectively markets SEPTA by utilizing offline and online media, event marketing, loyalty programs, industry-leading social media engagement, and strategic partnerships with area sports teams, businesses, and cultural institutions. Executes contracts and coordinates activities with third-party agencies to maximize the effectiveness of the Authority's promotional and marketing portfolio.

MEDIA RELATIONS
Responsible for informing customers and the general public about SEPTA service and developing a communications strategy that promotes the Authority locally, regionally and nationally. Staff works in coordination with key internal departments to tell SEPTA's story. Builds and strengthens relationships with the media through news conferences and events, creating press releases and other content, and distributing information on SEPTA's website and various social media platforms. The department prioritizes transparency and accessibility, responding to media inquiries 24 hours a day, seven days a week.

Fiscal Year 2022 Goals and Business Initiatives

STRATEGIC PLAN GOALS	FOCUS AREA	BUSINESS INITIATIVES
DEVELOP A PROACTIVE ORGANIZATION	Advance an advocacy program that leverages SEPTA's commitment to providing accessible mobility that drives the economy, supports equity and opportunity, promotes safety and advances sustainability	- Develop strategies to communicate SEPTA's core mission to diverse constituencies. - Work with advocates and stakeholders to preserve funding and identify innovative multi-modal transportation funding solutions. - Support other Divisions to advance SEPTA's operating and capital goals - Respond to legislative constituent inquiries and provide timely information to elected officials and stakeholders.
	Position SEPTA to help accelerate a strong and equitable recovery	- Promote SEPTA's response to COVID-19 and work to align SEPTA's initiatives with the region's recovery efforts. - Leverage partnerships with employers and stakeholders to grow ridership and enhance the customer experience. - Highlight how safe, convenient, and accessible SEPTA service helps Pennsylvania and the nation achieve critical economic recovery, equitable growth and environmental sustainability goals.
	Advocate for SEPTA's funding and policy priorities at all levels of government	- Work with the General Assembly to identify sustainable, bondable state transit funding in advance of critical July 2022 deadline - Advocate for SEPTA funding and policy priorities in national infrastructure program to keep the region moving forward, including projects of significance: King of Prussia Rail, Trolley Modernization, Comprehensive Bus Network Redesign, vehicle replacements and accessibility improvements. - Maintain strong partnerships with the City of Philadelphia and Bucks, Chester, Delaware and Montgomery Counties to meet their residents' needs. - Continue to promote SEPTA's economic impact on the southeast region and the Commonwealth and highlight the need to bring the system to a state of good repair and enhanced capacity.
	Continue proactive approach to community and media relations	- Continue to engage media, across all platforms, to inform the public about SEPTA initiatives. - Develop new outreach opportunities and outlets to reach new and diverse communities of customers. - Establish methods to highlight the Authority's diversity and positive contributions to the region.
PROVIDE AN INTUITIVE EXPERIENCE	Promote regional awareness of SEPTA's service and successful initiatives through customer, public and corporate engagement	- Communicate and promote the expanding rider benefits of the SEPTA Key card. - Facilitate meaningful partnerships that support the Authority's mission and overall brand. - Identify and highlight the advantages of riding public transportation. - Support Authority-wide initiatives including Comprehensive Bus Network Redesign, Trolley Modernization, Micro Transit, and Wayfinding.

Fiscal Year 2021 Accomplishments

Goals	Accomplishments
I. Build an advocacy program that highlights SEPTA's commitment to providing accessible mobility that drives the economy, supports equity and opportunity, promotes safety and advances sustainability	• Highlighted how SEPTA's essential service helps Pennsylvania and the nation achieve critical economic recovery, equitable growth and environmental sustainability goals. • Worked within SEPTA to support other Divisions to advance operating, capital and customer experience goals.
II. Advocate for SEPTA's funding and policy priorities at all levels of government	• Worked with local, state and national partners and coalitions to secure critical emergency relief to respond and recover from the coronavirus pandemic. Continued to work with partners on developing findings and recommendations for state and local solutions to create a sustainable transportation investment strategy.
III. Continue proactive community outreach related to capital construction and service initiatives	• Employed socially distant measures to continue to meet with and inform community groups, elected officials and stakeholders to support SEPTA construction projects and major service initiatives. • Promoted new equity initiatives, including fare restructuring plan. • Worked with stakeholders and elected officials to inform the public of service changes implemented in response to the coronavirus pandemic.
IV. Continue proactive approach to community and media relations	• Leveraged new bilingual public information manager to develop new outreach opportunities and outlets to reach new and diverse communities of customers. • Continued proactive outreach to media to highlight SEPTA's response to COVID-19, including public health, safety and service.
V. Promote regional awareness of SEPTA's progress	• Created how-to videos for all SEPTA modes and a ridership brochure targeted to visitors that was widely distributed via a new marketing partnership. • Completed an overhaul of the SEPTA platform level vestibules at the airport. Window clings, directional signage, and SEPTA Key Fare Kiosk decals create a unified look and elevates SEPTA's airport service. • Elevated the use of social media during the pandemic to reach customers at home. Utilized a mix of platforms including LInkedIn and YouTube for greater reach and creativity.

13. Summary of Interdepartmental Expenses

13. Fringe Benefits

Fringe Benefits are a major expense for SEPTA representing 26.6% of the Fiscal Year 2022 Operating Budget Proposal of $1.52 billion. Responsibility for management of fringe benefit costs rests with all Authority departments, however, Finance and Human Resources take the lead in cost control. Expenditures for Fringe Benefits are largely controlled by statutory and contractual obligations and have been significantly influenced by national trends.

Listed below are the various Fringe Benefit categories:

Medical and Life Insurance
SEPTA provides medical, prescription drug, dental, vision, and life insurance benefits for union employees, management employees, and retirees in accordance with SEPTA policy and labor agreements negotiated with each respective bargaining unit.

Payroll Taxes
This represents the required employer contribution for Social Security (FICA) and Railroad Retirement Taxes (RRT).

Unemployment
SEPTA is required to pay into the State and Railroad unemployment compensation funds and is self-insured for non-railroad employees.

Pension
This includes pension obligations, excluding Regional Rail employees who are covered by the Railroad Retirement System.

Workers' Compensation and FELA
Obligations to transit and Regional Rail employees injured on duty for their medical bills and lost wages.

Fiscal Year 2022 Operating Budget
Fringe Benefit Expense
(Amounts in Thousands)

Medical, Prescription, Dental, Vision & Life Insurance	$	209,805
Payroll and Unemployment Taxes		81,210
Pension		125,191
Workers' Compensation and FELA		29,436
Subtotal	$	445,642
Capital Support and Projects		(42,331)
Fringe Benefit Expense	**$**	**403,311**

Fiscal Year 2022 Operating Budget
Labor and Fringe Benefits
Amounts in Thousands (000's)

Department	Net Labor	Net Fringe Benefits	Total
Audit and Investigative Services	$ 2,255	$ 1,279	$ 3,534
Communications	7,594	4,306	11,900
Corporate Staff	3,104	1,760	4,864
DGM/Treasurer Administration	863	489	1,352
DGM Ops EMC	5,928	3,361	9,289
Engineering, Maintenance & Construction	82,596	46,831	129,427
Finance	23,210	13,160	36,370
Human Resources	16,622	9,424	26,046
Information Technology	6,684	3,790	10,474
New Payment Technologies	128	73	201
Office of General Counsel	9,309	5,278	14,587
Operations	498,983	282,915	781,898
Planning & Strategic Initiatives	4,164	2,361	6,525
Procurement, Supply Chain & DBE	11,028	6,253	17,281
Public and Government Affairs	1,594	904	2,498
System Safety	2,038	1,156	3,194
Transit Police	21,472	12,174	33,646
Capital Allocation & Other	13,756	7,797	21,553
Total	**$ 711,328**	**$ 403,311**	**$ 1,114,639**

Amtrak	The expense is for the maintenance and use of Amtrak-owned track and facilities on the Northeast Corridor (between Trenton, NJ and Newark, DE) and the Harrisburg Line (Paoli/Thorndale Line). The Passenger Rail Investment & Improvement Act of 2008 (PRIIA) was implemented October 1, 2015. The budget reflects PRIIA mandates and cost assumptions developed by the Northeast Corridor Commission with input from SEPTA and other commuter agencies on the corridor.
ADA	The budgeted contract cost to SEPTA is shown here. The Staff cost for the administration of ADA complementary service and other accessibility programs for the disabled is included in the Operations Division under Customized Community Transportation.
Shared Ride Program	The budgeted cost for contractor door-to-door service for senior citizens. The cost of administrative staff in the Shared Ride Program is included in the Customized Community Transportation budget**.**
Debt Service Interest and Fees	Interest expenses and amortization of insurance premiums associated with the Authority's outstanding debt.
Property Insurance/Other Claims Payouts, Net	Reflects the projected premiums for insurance on various Authority assets, as well as other claims payouts net of recoveries.
Services for Headquarters' Building	Maintenance and administrative service expense for the operation of the corporate offices at the 1234 Market Street headquarters by a professional real estate management firm. These expenses cover both SEPTA and tenant-occupied space.
Snow Removal/ Severe Weather Contingencies	Includes snow removal and deicing at Regional Rail parking lots and station platforms only. Snow removal for all other facilities is accomplished in-house with existing forces and the related labor expense is included in the departmental budgets.
Utilities	Expense reflects the cost of non-propulsion electricity, heating oil, water and sewer, natural gas, and steam heat. All are based on projected rates of consumption and contractual or tariff based rates. Also included are expenses for telephone, cellular service and trash removal, which are based on our current contractual agreements.

CCT Connect - ADA Program

In compliance with the Americans with Disabilities Act, CCT Connect provides ADA complementary Paratransit transportation for persons who cannot use or access regular SEPTA fixed route service. Throughout the five-county service area, private carriers are under contract with SEPTA to provide door-to-door transportation to disabled riders by advanced reservation. Projected Fiscal Year 2022 ridership is 285,000 trips for ADA City Division and 171,000 trips for the Suburban Division.

One of the main focuses of CCT Connect's efforts for Fiscal Year 2022 will be the continuation of providing 100% next day rides to ADA program patrons. SEPTA is committed to maintaining a "zero trip denial" policy.

The next-day trip initiative will build upon proactive steps taken during recent years. The entire SEPTA-owned fleet of 460 vehicles is maintained to SEPTA's standards by the contract carriers. In addition, the Philadelphia trip reservation scheduling and dispatch was centralized under SEPTA supervision along with driver training and testing. Other programs were instituted to enhance contractor accountability and customer satisfaction, including patron service monitoring and mobile data terminal (MDT) swipe card readers on all CCT Connect vehicles.

ADA Program initiatives continuing during Fiscal Year 2022 include the fleet replacement program for optimizing fleet reliability and an enhanced patron eligibility certification. This process will enable those CCT riders who are able, to use fixed route service for some or all of their travel. The training was developed in cooperation with the SEPTA Advisory Committee (SAC) and the disabled community.

Shared Ride Program

The Shared Ride Program (SRP) provides shared, advance-reservation, door-to-door transportation for Pennsylvanians age 65 and older. SEPTA's CCT Connect Department is the SRP county coordinator for Philadelphia County. The Pennsylvania Lottery Fund reimburses SEPTA for 85% of the cost of each eligible CCT Connect Shared Ride Program trip according to pre-established rates, with the balance coming from patron fares and/or third party agency sponsors. The Shared Ride Program's goal for Fiscal Year 2022 was to provide a total of 358,000 Shared Ride trips.

The Philadelphia Shared Ride Program Advisory Council (SRPAC), an independent advisory group, provides advice and information to SEPTA on Shared Ride Program service.

Injury and Damage Claims

Fiscal Year 2022 claims expense is budgeted at $24.2 million. Staff from the Authority's Office of General Counsel, in cooperation with various outside agencies, including the City of Philadelphia and Suburban Counties District Attorney's offices, aggressively defend against fraudulent claims.

Other Expenses

The Other Expenses category includes propulsion power, fuel, vehicle and facility rentals, and depreciation. A further description of these items can be found in the Operating Expense Section.

SEPTA

14. Summary of Capital Improvement Program

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14. Capital Improvement Program

SEPTA's FY 2022 Capital Budget totals $618.85 million and FY 2022—2033 Capital Program totals $7.4 billion. In support of the *SEPTA Forward* 5-year Strategic Business Plan, this capital budget and 12-year capital program provides the initial capital investments necessary to build toward a long-term vision of a safe and equitable transit network that meets the current and future needs of our region. Under these current funding projections, SEPTA will be able to continue investing in our existing infrastructure while providing the framework for an equitable and sustainable post COVID-19 future.

This capital program continues to utilize our Transit Asset Management System (TAMS) to focus critical investments towards existing core infrastructure such as bridges, substations, track, and maintenance facilities to address our state of good repair needs. SEPTA will also invest in new rail transit wayfinding and signage to guide existing, returning, and new riders to the rail transit network. The capital program will complete SEPTA Key, bringing the new 21st Century fare payment system to full completion. We are also committing to make all stations on the Market-Frankford Line and Broad Street Subway ADA accessible within the 12-year program. SEPTA's Zero-Emission Bus Master Plan and funding in the 12-year capital program will guide the decision-making process for the Authority's future bus fleet.

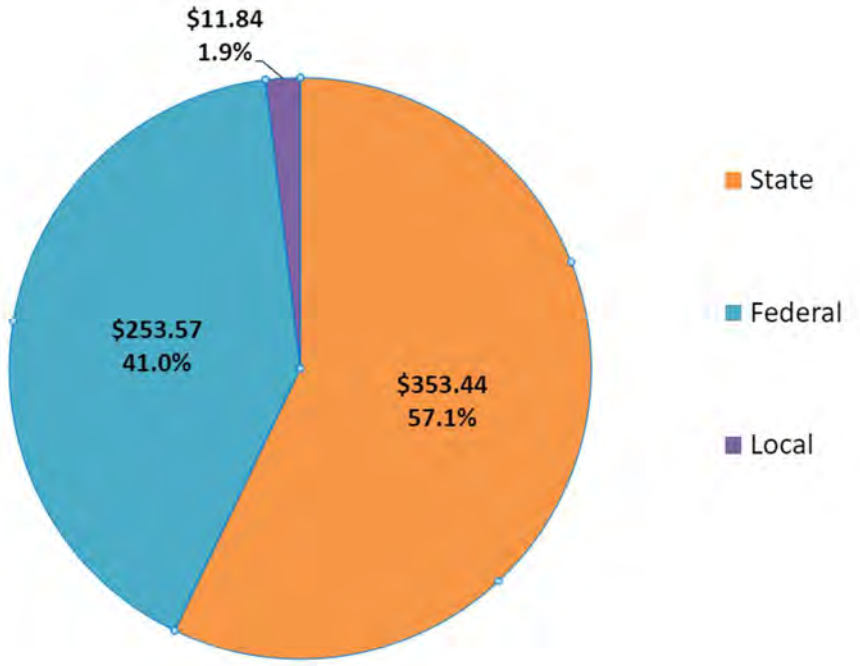
If sustainable and bondable long-term funding is not identified now, SEPTA will be challenged to achieve the goals envisioned in the SEPTA Forward strategic business plan. Within the current funding levels presented in this 12-year capital program SEPTA is not able to fully address the $4.6 billion state of good repair backlog. SEPTA is also unable to fully invest in our Projects of Significance, including rail vehicle acquisitions, which are critical to ensuring the Philadelphia region remains economically competitive and equitable for many years to come.

Reduced Level FY 2022—2033 Capital Program

Starting July 1, 2022, the predictable capital funding SEPTA currently receives from PennDOT transitions from the Pennsylvania Turnpike Commission (PTC) to state motor vehicle sales tax. This transition along with the uncertainty about the full impact of COVID-19 on the Commonwealth's funding could negatively impact SEPTA's ability to make long term capital investments. SEPTA's Reduced Funding Level 12-Year Capital Program of $5.2 Billion guides our decision-making process should state funding projections be reduced after July 1, 2022.

This $2.2 billion reduction is about one-third of our current capital program. While this does not impact the funding available for FY 2022, as most capital projects are multi-year efforts SEPTA will have to begin deferring projects that are not already under construction should the Authority lose access to funding equivalent to the amounts it currently receives from PTC bonds. Many critical projects will have to be deferred or delayed, reversing the progress SEPTA has made in reducing its State of Good Repair backlog. The focus of the reduced funding level capital program would be to complete projects currently under construction, meet the Authority's Financial Obligations, and fund limited core infrastructure projects that address critical needs to keep the SEPTA system from failing, while continuing to operate reliably and safely.

Fiscal Year 2022 Capital Budget
(In Millions)



Capital Sources of Funds

Sources of capital funds included in the FY 2022 Capital Budget are projected as follows:

Source	Amount In Millions	Description
State Capital Funds Section 1514	$353.44	Asset Improvement Program
Federal Transit Administration	$234.99	Section 5307, 5340, 5337 and 5339 Formula Programs (Based on SEPTA's actual FY 2021 Allocation)
Federal Highway Flexible Funds	$17.08	Anticipated share of the regional flexible funds that are flexed to transit operators
U.S. Department of Homeland Security	$1.50	Based on SEPTA's anticipated share of Fiscal Year 2022 Transit Security Grant Program funds
City of Philadelphia, Bucks, Chester, Delaware and Montgomery Counties	$11.84	Local Matching Funds required for Federal and State Capital Grants.
Total	$618.85	

Current Funding Level Fiscal Year 2022 Capital Budget
(In Millions)

Capital Programs/ Financial Obligations	Budget FY 2022
Capital Programs	
Bridge Program	$ 20.95
Communications, Signal Systems and Technology	$ 50.02
Infrastructure Safety Renewal Program	$ 52.00
Maintenance/Transportation Shops and Offices	$ 30.78
Projects of Significance: Early Actions	$ 31.90
Safety and Security Improvements	$ 18.49
SEPTA Key	$ 12.84
Service Restoration	$ 45.55
Stations, Loops and Parking Improvements	$ 72.26
Substations and Power Improvements	$ 25.42
Track and Right-of-Way Improvements	$ 6.06
Vehicle Acquisitions and Overhauls	$ 159.72
Financial Obligations	
Capital Leases	$ 0.98
Debt Service	$ 91.89
Total Capital Budget	**$ 618.85**

Current Funding Level Fiscal Year 2022-2026 Capital Program
(In Millions)

Capital Programs/Financial Obligations	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Capital Programs					
Bridge Program	$20.95	$21.84	$23.27	$23.99	$23.18
Communications, Signal Systems and Technology	$50.02	$45.68	$61.61	$44.28	$58.21
Infrastructure Safety Renewal Program	$52.00	$53.00	$53.00	$54.00	$55.00
Maintenance/Transportation Shops and Offices	$30.78	$26.92	$35.73	$26.10	$12.51
Projects of Significance: Early Actions	$31.90	$22.00	$31.17	$35.94	$17.84
Safety and Security Improvements	$18.49	$17.94	$20.57	$16.25	$18.25
SEPTA Key	$12.84	$7.00	$0.00	$0.00	$0.00
Service Restoration	$45.55	$0.00	$0.00	$0.00	$0.00
Stations, Loops and Parking Improvements	$72.26	$61.56	$53.04	$35.92	$39.47
Substations and Power Improvements	$25.42	$33.13	$33.19	$35.73	$44.36
Track and Right-of-Way Improvements	$6.06	$5.81	$4.95	$4.65	$6.25
Vehicle Acquisitions and Overhauls	$159.72	$256.67	$198.40	$203.66	$205.04
Financial Obligations					
Capital Leases	$0.98	$33.01	$65.70	$67.67	$69.72
Debt Service	$91.89	$72.11	$68.00	$64.11	$62.49
Total Capital Budget	**$618.85**	**$656.68**	**$648.62**	**$612.31**	**$612.31**

14. Capital Improvement Program

Current Funding Level FY 2022 Capital Budget and FY 2022 - 2033 Capital Program (In Millions)

Capital Programs/ Financial Obligations	Prior Funding	Budget Year FY 2022	Program Years FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2033	12-Year Program Total	Beyond FY 2033	Total Budget
					$Millions					
Capital Programs										
Bridge Program	$5.34	$20.95	$21.84	$23.27	$23.99	$23.18	$174.46	$287.69	$0.00	$293.03
Communications, Signal Systems and Technology	$169.17	$50.02	$45.68	$61.61	$44.28	$58.21	$185.15	$444.95	$0.00	$614.12
Infrastructure Safety Renewal Program	$58.00	$52.00	$53.00	$53.00	$54.00	$55.00	$413.00	$680.00	$0.00	$738.00
Maintenance/Transportation Shops and Offices	$152.41	$30.78	$26.92	$35.73	$26.10	$12.51	$118.57	$250.61	$0.00	$403.02
Projects of Significance: Early Actions	$12.70	$31.90	$22.00	$31.17	$35.94	$17.84	$187.15	$325.99	$0.00	$338.69
Safety and Security Improvements	$22.40	$18.49	$17.94	$20.57	$16.25	$18.25	$167.84	$259.35	$0.00	$281.75
SEPTA Key	$282.46	$12.84	$7.00	$0.00	$0.00	$0.00	$0.00	$19.84	$0.00	$302.30
Service Restoration	$151.66	$45.55	$0.00	$0.00	$0.00	$0.00	$0.00	$45.55	$0.00	$197.21
Stations, Loops and Parking Improvements	$256.47	$72.26	$61.56	$53.04	$35.92	$39.47	$404.82	$667.07	$11.00	$934.54
Substations and Power Improvements	$77.22	$25.42	$33.13	$33.19	$35.73	$44.36	$241.00	$412.84	$139.75	$629.81
Track and Right-of-Way Improvements	$27.23	$6.06	$5.81	$4.95	$4.65	$6.25	$75.25	$102.97	$0.00	$130.20
Vehicle Acquisitions and Overhauls	$146.52	$159.72	$256.67	$198.40	$203.66	$205.04	$1,512.95	$2,536.43	$0.00	$2,682.94
Financial Obligations										
Capital Leases	$162.73	$0.98	$33.01	$65.70	$67.67	$69.72	$547.99	$785.06	$0.00	$947.79
Debt Service	$53.06	$91.89	$72.11	$68.00	$64.11	$62.49	$257.93	$616.53	$0.00	$669.59
Total Capital Budget	$1,577.37	$618.85	$656.68	$648.62	$612.31	$612.31	$4,286.11	$7,434.88	$150.75	$9,162.99

Reduced Funding Level Fiscal Year 2022 Capital Budget
(In Millions)

REDUCED FUNDING Capital Programs/ Financial Obligations	Budget Year FY 2022
Capital Programs	
Bridge Program	$ 26.22
Communications, Signal Systems and Technology	$ 83.57
Infrastructure Safety Renewal Program	$ 52.00
Maintenance/Transportation Shops and Offices	$ 28.30
Safety and Security Improvements	$ 15.00
SEPTA Key	$ 12.84
Service Restoration	$ 41.29
Stations, Loops and Parking Improvements	$ 34.86
Substations and Power Improvements	$ 12.30
Track and Right-of-Way Improvements	$ 2.25
Vehicle Acquisitions and Overhauls	$ 217.36
Financial Obligations	
Capital Leases	$ 0.98
Debt Service	$ 91.89
Total Capital Budget	**$ 618.85**

Reduced Funding Level Fiscal Year 2022-2026 Capital Program
(In Millions)

REDUCED FUNDING Capital Programs/Financial Obligations	FY 2022	FY2023	FY2024	FY2025	FY2026
Capital Programs					
Bridge Program	$26.22	$6.65	$7.65	$3.95	$3.95
Communications, Signal Systems and Technology	$83.57	$32.90	$31.00	$5.00	$5.00
Infrastructure Safety Renewal Program	$52.00	$53.00	$53.00	$54.00	$55.00
Maintenance/Transportation Shops and Offices	$28.30	$3.75	$5.00	$2.75	$2.75
Safety and Security Improvements	$15.00	$18.15	$16.30	$11.32	$8.00
SEPTA Key	$12.84	$7.00	$0.00	$0.00	$0.00
Service Restoration	$41.29	$0.00	$0.00	$0.00	$0.00
Stations, Loops and Parking Improvements	$34.86	$12.36	$0.75	$0.75	$0.75
Substations and Power Improvements	$12.30	$0.88	$0.00	$0.00	$0.00
Track and Right-of-Way Improvements	$2.25	$2.25	$2.25	$2.25	$2.25
Vehicle Acquisitions and Overhauls	$217.36	$214.62	$198.97	$200.52	$202.41
Financial Obligations					
Capital Leases	$0.98	$33.01	$65.70	$67.67	$69.72
Debt Service	$91.89	$72.11	$68.00	$64.11	$62.49
Total Capital Budget	**$618.85**	**$456.68**	**$448.62**	**$412.32**	**$412.31**

Reduced Funding Level FY 2022 Capital Budget and FY 2022 - 2033 Capital Program
(In Millions)

REDUCED FUNDING Capital Programs/ Financial Obligations	Prior Funding	Budget Year FY 2022	Program Years FY2023	FY2024	FY2025	FY2026	FY 2027 - 2033	12-Year Program Total	Beyond FY2033	Total Budget
					$Millions					
Capital Programs										
Bridge Program	$2.58	$26.22	$6.65	$7.65	$3.95	$3.95	$30.50	$78.91	$0.00	$81.49
Communications, Signal Systems and Technology	$84.62	$83.57	$32.90	$31.00	$5.00	$5.00	$40.00	$197.47	$0.00	$282.09
Infrastructure Safety Renewal Program	$29.48	$52.00	$53.00	$53.00	$54.00	$55.00	$413.00	$680.00	$0.00	$709.48
Maintenance/Transportation Shops and Offices	$32.11	$28.30	$3.75	$5.00	$2.75	$2.75	$25.02	$67.57	$0.00	$99.67
Projects of Significance: Early Actions	$12.70	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$12.70
Safety and Security Improvements	$39.07	$15.00	$18.15	$16.30	$11.32	$8.00	$56.00	$124.77	$0.00	$163.84
SEPTA Key	$282.46	$12.84	$7.00	$0.00	$0.00	$0.00	$0.00	$19.84	$0.00	$302.30
Service Restoration	$151.66	$41.29	$0.00	$0.00	$0.00	$0.00	$0.00	$41.29	$0.00	$192.95
Stations, Loops and Parking Improvements	$132.76	$34.86	$12.36	$0.75	$0.75	$0.75	$5.25	$54.72	$11.00	$198.47
Substations and Power Improvements	$19.69	$12.30	$0.88	$0.00	$0.00	$0.00	$0.00	$13.18	$0.00	$32.86
Track and Right-of-Way Improvements	$0.00	$2.25	$2.25	$2.25	$2.25	$2.25	$17.25	$28.50	$0.00	$28.50
Vehicle Acquisitions and Overhauls	$113.36	$217.36	$214.62	$198.97	$200.52	$202.41	$1,493.17	$2,527.05	$0.00	$2,640.40
Financial Obligations										
Capital Leases	$128.74	$0.98	$33.01	$65.70	$67.67	$69.72	$547.99	$785.06	$0.00	$913.80
Debt Service	$27.54	$91.89	$72.11	$68.00	$64.11	$62.49	$257.93	$616.53	$0.00	$644.07
Total Capital Budget	**$1,056.75**	**$618.85**	**$456.68**	**$448.62**	**$412.32**	**$412.31**	**$2,886.10**	**$5,234.87**	**$11.00**	**$6,302.62**

Capital Projects Impact Analysis on Operating Budget FY 2022 – FY 2027
SEPTA CAPITAL PROGRAM

	Estimated Operating Impact per Year Cost Savings / (Cost Increase) In Thousands					
Capital Projects and Description of Impacts	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**
Hybrid Bus Purchase Program	**$1,783**	**$2,018**	**$2,198**	**$2,198**	**$2,198**	**$2,198**
In 2002, SEPTA began purchasing hybrid diesel-electric buses designed to reduce fuel consumption and SEPTA's carbon footprint through lower emissions. In 2016, SEPTA completed the acquisition and delivery of 275 new 40-foot and 60-foot hybrid buses. In 2021, SEPTA completed the acquisition of another 525 40-foot hybrid buses. With an upcoming hybrid bus procurement for 220 buses, nearly 100 percent of SEPTA's bus fleet will be hybrid or battery electric by FY 2024.						
Battery-Electric Bus Program	**$212**	**$221**	**$279**	**$279**	**$279**	**$279**
In 2016, SEPTA received a $2.6 million grant from the Federal Transit Administration (FTA) to aid in the purchase of 25 Proterra Catalyst Zero Emission buses. These all-electric buses began operating in 2019 and are used to service South Philadelphia Bus Routes 29 and 79. The Proterra buses feature regenerative braking systems, which save both energy and brake linings by capturing energy that would otherwise be lost and storing it as electricity in the onboard battery. **In 2018, SEPTA received an additional $1.5 million grant from the FTA to aid in the purchase of 10 additional battery electric buses. The electric buses will operate on routes originating from Midvale Bus Garage. A Zero-Emission Bus Master Plan is being finalized. The Master Plan will guide the procurement the 10 additional and future battery electric buses.** **As a result of utilizing electricity to power the buses rather than diesel fuel, the cost per mile decreases significantly, which may generate savings exceeding $279,000 annually. Additional savings are expected from reduced maintenance costs over the life of the fleet.**						

Capital Projects Impact Analysis on Operating Budget FY 2022 – FY 2027
SEPTA CAPITAL PROGRAM

	Estimated Operating Impact per Year Cost Savings / (Cost Increase) In Thousands					
Capital Projects and Description of Impacts	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**
Wyoming Complex Stormwater Project	**$0**	**$0**	**$94**	**$94**	**$94**	**$94**
This project will reconfigure stormwater management and improve pavement conditions at SEPTA's Wyoming Complex. When completed, it will manage more than 20 acres of stormwater at SEPTA's Wyoming, Berridge and Courtland shops. Anticipated savings due to the elimination of stormwater fees is $94,000 annually.						
Driving PA Forward – Class 8 Truck and Transit Bus Grant Program	**$9**	**$9**	**$9**	**$9**	**$9**	**$9**
This project will replace five (5) utility fleet vehicles, funded via Pennsylvania's share of the Volkswagen Environmental Mitigation Trust. These replacements will help improve air quality and reduce diesel emissions for the drivers and residents along the service routes.						
Replacement Work Train Locomotives	**$0**	**$0**	**$44**	**$44**	**$44**	**$44**
This project will replace four (4) diesel-electric locomotives manufactured in 1954 and 1992. The project will preserve SEPTA's work train locomotive fleet, which is critical to maintaining SEPTA's Regional Rail network, while also providing local and regional air quality benefits. The new vehicles are expected to arrive in FY 2024 and will provide a 90 percent reduction in harmful emissions as compared to the existing vehicles.						

Capital Projects Impact Analysis on Operating Budget FY 2022 – FY 2027

OUTSIDE FUNDING

	Estimated Operating Impact per Year Cost Savings / (Cost Increase) In Thousands					
Capital Projects and Description of Impacts	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**
Energy Retrofits Master Plan – Facilities & Railcars	**$1,162**	**$1,143**	**$1,115**	**$1,138**	**$1,116**	**$1,117**

In FY 2016, SEPTA began to implement a comprehensive energy retrofit master plan, including: $18.2 million energy efficiency retrofit in partnership with Constellation NewEnergy, Inc. at five major vehicle maintenance facilities (Berridge, Courtland, Fern Rock, Germantown, Southern) and on five railcar fleets (B-IV on Broad Street Line, N-5 on Norristown High Speed Line, Silverliner IV, V and Push-Pull on Regional Rail Lines). Energy savings will more than pay for the project over a period of 17 years. This phase of the installation was completed in August 2017.

Additionally, SEPTA is implementing an energy efficiency retrofit at SEPTA Headquarters, 1234 Market Street. The energy retrofit project, which is scheduled to be completed in Q1 of 2021, is budget neutral/cash flow positive pursuant to the PA Guaranteed Energy Savings Act (GESA).

SEPTA has commissioned an 8.8 MW combined heat and power (CHP) plant at the Midvale Complex in North Philadelphia. The CHP plant will provide base load propulsion power to Regional Rail at the Wayne Junction Substation, base load electrical power for the Midvale Bus Maintenance Facility, and heating load for the surrounding facilities. Energy conservation measures were included at surrounding facilities to extend the positive impact of the project.

Capital Projects Impact Analysis on
Operating Budget FY 2022 – FY 2027
OUTSIDE FUNDING

	Estimated Operating Impact per Year Cost Savings / (Cost Increase) In Thousands					
Capital Projects and Description of Impacts	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**
Investments in Renewable Energy	**$194**	**$194**	**$194**	**$195**	**$195**	**$195**

In May 2017, SEPTA entered into a 20-year Power Purchasing Agreement with Sunvest Solar, Inc. Under the Power Purchasing Agreement, SEPTA is commits to purchase the power generated from Solar Photovoltaic Systems installed at four SEPTA facilities (2nd & Wyoming, Callowhill, Fern Rock, and Roberts). SEPTA estimates a savings of $13,000 in utility costs over the life of the project while increasing the use of renewable energy.

In July 2019, SEPTA's Board approved a 20-year Power Purchase Agreement with Lightsource BP. Under the Power Purchase agreement, SEPTA will purchase more than 67 MWh of renewable energy generated from a solar farm in Franklin County Pennsylvania. SEPTA estimates a savings of $195,000 in utility costs per year over the life of the project while increasing our use of renewable energy to 20% of the total electricity procurement.

Glossary of Acronyms

A	
ACS-64	Electric locomotives used on Regional Rail lines
ACSES II	Advanced Civil Speed Enforcement System
ADA	The Americans with Disabilities Act of 1990
ADAAA	ADA Amendments Act of 2008
ADEA	Age Discrimination in Employment Act of 1967
AGM	Assistant General Manager
AIM	Advancing Internal Management
APC	Automated Passenger Counter
APTA	American Public Transportation Association
ARPA	American Relief Plan Act
ATC	Automatic Train Control
AVL	Automatic Vehicle Locator

B	
BASCSC	Building a SEPTA Culture of Service and Creativity
B-IV	Heavy Rail Vehicle used on the Broad Street Subway
BSL	Broad Street Line
BSS	Broad Street Subway (also referred to as the Broad Street Line)

C	
CAC	Citizen Advisory Committee
CARD	Computer Aided Radio Dispatch
CARES Act	Coronavirus Aid, Relief, and Economic Security Act
CBNR	Comprehensive Bus Network Redesign
CBTC	Communications-Based Train Control
CCIM	Control Center Information Managers
CCT Connect	Customized Community Transportation Services
CHP	Combined Heat and Power
COBRA	Consolidated Omnibus Budget Reconciliation Act
CRC	Career Resource Connection
CRM	Customer Relations Management
CRRSA	Coronavirus Response and Relief Supplemental Act
CY	Calendar Year

D	
DEIS	Draft Environmental Impact Statement
DGM	Deputy General Manager
DBE	Disadvantaged Business Enterprise
DSM	Disposable Smart Media
DVRPC	Delaware Valley Regional Planning Commission

E	
EAP	Employee Assistance Program

EMU	Electric Multiple Unit
EMV	Europay, MasterCard, Visa Cards
EEO/AA	Equal Employment Opportunity / Affirmative Action
EPA	Environmental Protection Agency
ESCO	Energy Service Company
ESL	English as a Second Language
ESMS	Environmental and Sustainability Management System

F	
FELA	Federal Employers Liability Act
FHWA	Federal Highway Administration
FICA	Federal Insurance Contributions Act
FIT	Facilities Improvement Team
FLSA	Fair Labor Standards Act
FMLA	Family and Medical Leave Act
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
FTC	Frankford Transportation Center
FTE	Full-Time Equivalent Position
FY	Fiscal Year

G	
GASB	Governmental Accounting Standards Board
GEC	General Engineering Consultant
GESA	Guaranteed Energy Savings Agreement
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GM	General Manager

H	
HIPAA	Health Insurance Portability and Accountability Act of 1996
HRIS	Human Resources Information System

I	
IOD	Injuries on Duty
ISRP	Infrastructure Safety Renewal Program
ISO	International Organization for Standardization
IVR	Interactive Voice Response System

J	
JHSC	Joint Health and Safety Committee

K	
KTFC	Keystone Transportation Funding Coalition
KPI	Key Performance Indicator

L	
LEAD	Leadership Exchange Development Program
LEED	Leadership in Energy and Environmental Design
LIBOR	London Interbank Offered Rate
LRV	Light Rail Vehicle
LSC	Location Safety Committee
LUCY	Loop Through University City

M	
MDBF	Mean Distance Between Failures
MDT	Mobile Data Terminal
M-IV or M-4	Heavy Rail Vehicle used on the Market-Frankford Subway-Elevated Line
MPO	Metropolitan Planning Organization
MFSE	Market-Frankford Subway-Elevated
MSHL	Media-Sharon Hill Line
MWh	Megawatt-Hour

N	
N5	Heavy Rail Vehicle used on the Norristown High Speed Line
NEC	Northeast Corridor
NHSL	Norristown High Speed Line
NJT	New Jersey Transit
NTSB	National Transportation Safety Board

O	
OCIP	Owner Controlled Insurance Program
OEM	Original Equipment Manufacturer
OGC	Office of General Counsel
OSIP	Operational Safety Improvement Program

P	
PA UCP	Commonwealth of Pennsylvania's Unified Certification Program
PADEP	Pennsylvania Department of Environmental Protection
PCC	President's Conference Committee streetcar or trolley
PCI	Payment Card Industry
PECO	Philadelphia Electric Company
PennDOT	Pennsylvania Department of Transportation
PLRB	Pennsylvania Labor Relations Board
PPE	Personal Protective Equipment
PPTA	Pennsylvania Public Transportation Association
PRIIA	Passenger Rail Investment and Improvement Act of 2008
PTAF	Public Transportation Assistance Fund
PTC	Positive Train Control
PWD	Philadelphia Water Department

R	
RFP	Request for Proposal
ROI	Return on Investment
RRD	Regional Rail Division
RRT	Railroad Retirement Taxes
RTKL	Right-To-Know Law

S	
SAC	SEPTA Advisory Committee For Accessible Transportation
SAM	Supervisory, Administrative and Management Employees
SBA	Special Board of Adjustment
SBE	Small Business Enterprise
SEPTA	Southeastern Pennsylvania Transportation Authority
SL4	Silverliner 4 EMU Railcar used on Regional Rail Lines
SL5	Silverliner 5 EMU Railcar used on Regional Rail Lines
SMS	Safety Management System
SOG	State of Good Repair
SORT	Special Operations Response Team
SRP	Shared Ride Program
SRPAC	Shared Ride Program Advisory Council
SSPP	System Safety Program Plan

T	
TIP	Transit Improvement Program
TMA	Transportation Management Associations
TOD	Transit Oriented Development
TWU	Transport Workers Union

U	
USERRA	Uniformed Services Employment and Reemployment Rights Act of 1994

V	
VIPR	Visible Intermodal Prevention Response Team
VOH	Vehicle Overhaul Program

W	
WIT	Women in Transit

Y	
YAC	Youth Advisory Committee

A

Accessible - As defined by FTA, a site, building, facility, or portion thereof that complies with defined standards and that can be approached, entered, and used by persons with disabilities.

Accessible Service - A term used to describe service that is accessible to non-ambulatory riders with disabilities. This includes fixed-route bus service with wheelchair lifts or ADA Paratransit service with wheelchair lift equipped vehicles.

Accrual Basis - A basis of accounting in which expenses are recognized at the time they are incurred and revenue is recognized when earned, as opposed to disbursed or received.

ADA Paratransit Service - In accordance with the Americans with Disabilities Act (ADA), SEPTA provides comparable service for people with disabilities who are functionally unable to use regular accessible fixed-route bus service for some or all of their transportation needs. Eligible individuals can travel whenever and wherever buses operate in SEPTA's five-county service region. See also "CCT Connect".

Ambassador - SEPTA management or third party contract employees temporarily enlisted during special events or emergencies to serve as customer service representatives to aid in crowd control and passenger way findings.

Americans with Disabilities Act of 1990 - This federal act requires many changes to transit vehicles, operations and facilities to ensure that people with disabilities have access to jobs, public accommodations, telecommunications, and public services, including public transit.

Amtrak - Service Mark of the National Railroad Passenger Corporation and subsidiaries. Primarily provides nationwide intercity passenger railroad service.

B

Balanced Budget - A budget in which expected revenues equal expected expenses during a fiscal period. SEPTA's enabling legislation requires the Board of Directors to adopt a balanced budget before the beginning of each fiscal year.

Blue Line - See "Market-Frankford Subway-Elevated"

Bombardier – Manufacturer of Aerospace and Rail equipment

Broad Street Line - A rapid transit subway running under Philadelphia's main north-south street. The Broad Street Subway opened in 1928 with several extensions over the years. A spur under Ridge Avenue to 8th and Market Streets opened in 1932. Also referred to as the BSL, BSS and "Orange Line".

Budget - A plan of financial activity for a specified period of time indicating all planned revenues and expenses for the budget period.

Bus - A transit mode comprised of rubber tired passenger vehicles operating on fixed routes and schedules over roadways. Vehicles are powered by diesel, gasoline, battery or alternative fuel engines contained within the vehicle.

C

Capital Expenditure - Expenses that acquire, improve, or extend the useful life of any fixed asset item with an expected life of three or more years, e.g., rolling stock, track and structure, support facilities and equipment, and stations and passenger facilities. SEPTA includes capital expenditures in the Capital Budget, which is published separately from this document.

Car-Mile - A single mile traveled by either a single vehicle or a single rail car in a multiple car consist.

CCT Connect - SEPTA Customized Community Transportation (CCT) provides paratransit service — CCT Connect — to individuals with disabilities and senior citizens. In addition, SEPTA's bus fleet is 100% accessible.

CMAQ (Congestion Mitigation/Air Quality) Program - A federal grant program in which FHWA funds are transferred to FTA for transit projects designed to improve air quality and reduce traffic congestion.

Commuter Rail - Local and regional passenger train operations between a central city, its suburbs and/or another central city. It may be either locomotive-hauled or self-propelled, and is characterized by specific station-to-station fares, railroad employment practices and usually only one or two stations in the central business district. Also referred to locally as Railroad, Regional Rail and RRD.

Contributed Capital - Reflects capital grants received for the acquisition of fixed assets. Assets acquired with grants are depreciated over the estimated life of the applicable asset. Contributed Capital is also amortized over the same estimated life of the asset.

Cost Per Mile - Operating expense divided by vehicle miles for a particular program or in total.

Cost Per Passenger - Operating expense divided by ridership for a particular program or in total.

Customer Satisfaction Survey – A survey that is conducted every 2-3 years to collect rating observations about the various modes of SEPTA transit from approximately 1,950 riders and non-riders in the SEPTA region.

D

Deadhead - The miles and hours that a vehicle travels when out of revenue service. Deadhead includes leaving or returning to the garage or yard facility; or changing routes and when there is no expectation of carrying revenue passengers. However, deadhead does not include charter service, operator training or maintenance training.

Debt Service - The payment of interest on outstanding debt and the repayment of principal on long term borrowed funds according to a predetermined payment schedule.

Deficit - The amount by which revenue and subsidy falls short of expenses during a given accounting period.

Delaware Valley Regional Planning Commission - The area-wide agency, or Metropolitan Planning Organization (MPO), charged with the conduct of the urban transportation planning process. It is also the single, region-wide recipient of Federal funds for transportation planning purposes. Together with the state, it carries out the planning and programming activities necessary for Federal capital funding assistance. The MPO is designated by agreement among the various units of local government and the governor.

Depreciation and Amortization - The charges that reflect the loss in service value of the transit agency's assets. Depreciated items have a high initial cost and a useful life of more than one accounting period. In order to account for the reduction in value (usefulness) of this type of asset, a portion of the cost is expensed each year of the asset's life.

F

Farebox Revenue - Revenues obtained from passengers and other fare subsidies except the state reduced fare subsidy program. Farebox revenue is also referred to as Passenger Revenue.

Fares - The amount charged to passengers for use of various services.

Fast Act – Fixing America's Surface Transportation Act. Passed by Congress and signed into law by President Obama on December 7, 2015, providing long-term federal funding for critical transportation needs.

Federal Transit Administration - The FTA is the federal agency which provides financial assistance to cities and communities to provide mobility to their citizens.

Fiscal Year - SEPTA's fiscal year runs from July 1 through June 30.

Fixed Guideway - A mass transportation facility using and occupying a separate right-of-way or rail for the exclusive use of mass transportation and other high occupancy vehicles; or using a fixed catenary system useable by other forms of transportation.

Fixed Route Service - Service provided on a repetitive, fixed-schedule basis along a specific route with vehicles stopping to pick up and deliver passengers to specific locations; each fixed-route trip serves the same origins and destinations, unlike demand responsive and taxicabs.

Flexible Funds - Federal funds made available by MAP-21 that can be used for various transportation projects, including both highway and mass transit projects. Allocation of these funds is at the discretion of regional Metropolitan Planning Organizations (MPOs) and state governments.

Fringe Benefits - Payments or accruals to others (insurance companies, governments, etc.) on behalf of an employee and payments or accruals direct to an employee arising from something other than the performance of a duty. These payments are costs over and above "labor" costs, but still arising from the employment relationship.

Full-Time Equivalent Position (FTE) - A measurement equal to one staff person working a full schedule for one year.

Fully Allocated Costs - The distribution of operating expenses to each mode by type of service and function. Fully allocated costs account for all direct costs plus the assignment of any joint or shared expenses.

Funding Formula - A specific formula used to determine a subsidy level.

G

Government Finance Officers Association Mission Statement (GFOA) - The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Green Line - See "Subway-Surface Lines"

H

Hay Evaluation System – A job performance evaluation method used by SEPTA.

Headquarters Allocation - A method used to allocate the costs associated with operation and administration of SEPTA's headquarters division to the other four operating divisions.

Headway - Time interval between vehicles moving in the same direction on a particular fixed route.

Heavy Rail - A transit mode that is an electric railway with the capacity for a heavy volume of traffic. It is characterized by high speed and rapid acceleration passenger rail cars operating individually or in multi-car trains on fixed rails; separate rights-of-way from which all other vehicular and foot traffic are excluded; sophisticated signaling, and high platform loading.

Heavy Rail Cars - Rail cars with motive capability, driven by electric power taken from overhead lines or third rails, configured for passenger traffic and usually operated on exclusive rights-of-way.

Hybrid Bus - A bus that is powered by a combination of electricity and diesel, gasoline or alternative fuel.

I

Infrastructure - The physical assets of the Authority, e.g., rail lines and yards, power distribution, signaling, switching, and communications equipment, passenger stations, information systems, and roadways, upon which the continuance and growth of transit depend.

Interest Expense - The charges for the use of borrowed capital incurred by the transit agency, including interest on long term and short term debt obligations.

Interlocking – An arrangement of signal apparatus and turnouts that prevents conflicting movements through an arrangement of tracks such as junctions or crossings.

ISO 14001 Environmental Certification – The international standard that specifies requirements for an effective environment management system (EMS).

L

Leases and Rentals - The payments for the use of capital assets not owned by the transit agency.

Light Rail - A transit mode that typically is an electric railway with a lighter volume traffic capacity compared to heavy rail. It is characterized by passenger rail cars operating individually or in short, usually two car trains on fixed rails on shared or exclusive right-of-way; low or high platform loading; and vehicle power drawn from an overhead electric line via a trolley pole or a pantograph.

Light Rail Car - A rail car with motive capability, usually driven by electric power taken from overhead lines, configured for passenger traffic and usually operating on non-exclusive right-of-way. Also known as "streetcar," "trolley car" and "trolley".

Linked Trip - A single, one-way trip without regard for the number of vehicles boarded to make the trip (i.e., a home-to work trip taken by boarding a bus, to a train, to another bus represents one linked trip or three unlinked trips).

M

Market-Frankford Subway-Elevated - The Market-Frankford Line runs on an elevated guideway from the Frankford Transportation Center in Northeast Philadelphia, through Center City Philadelphia as a subway, and continuing on an elevated guideway above Market Street in West Philadelphia into 69th Street Terminal in Upper Darby, Delaware County. Also referred to as the Market Street Elevated (MSE), MFSE and "Blue Line."

Mean Distance Between Failure – A measure of vehicle availability and reliability, equal to the average distance between failures for all vehicles within a particular mode.

N

Net Position - Total assets and deferred outflows of resources minus total liabilities and deferred inflows of resources of the Authority. This term is used in SEPTA's annual financial statements.

Non-Revenue Vehicle - Vehicles and equipment that are used for construction, vehicle and facility maintenance, and service supervision. These vehicles are not used for passenger revenue service.

O

Operating Assistance - Financial assistance for transit operations (as opposed to capital) expenditures.

Operating Budget - The planning of revenues and expenses for a given period of time to maintain daily operations.

Operating Ratio - Operating revenue divided by operating expense. For this purpose, the Commonwealth has defined operating revenue to include Passenger Revenue, Shared Ride program revenue, Investment Income, Other Income and Route Guarantees. Also for this purpose, the Commonwealth excludes Depreciation from operating expenses.

Orange Line – See "Broad Street Line"

P

Passenger Miles - The cumulative sum of the distance ridden by each passenger.

Public Transportation - As defined in the Federal Transit Act, transportation provided by bus or rail, or other conveyance, either publicly or privately owned, providing to the public general or special service (but not including school buses or charter or sightseeing service) on a regular continuing basis. Public transportation is also synonymous with the terms mass transportation and transit.

R

Revenue Car Mile or Revenue Vehicle Mile - A single mile traveled by one car (or vehicle) during which the vehicle is in revenue service (i.e., picking up and/or dropping off passengers).

Revenue Vehicle - A single vehicle or a single car in a multiple car consist during which the vehicle is in revenue service (i.e., picking up and/or dropping off passengers).

Reverse Commute - City to suburb commute. This phrase refers to the fact that most riders commute from the suburbs to the city.

Ridership - Each passenger counted each time that person boards a vehicle. See also unlinked passenger trips.

Rolling Stock - Public transportation vehicles including commuter rail cars, locomotives, rapid transit cars, light rail cars, trolleybuses, buses, and vans.

Route Mile - A one-mile segment of a given fixed route in a fixed route network.

S

Shared-Ride Program - The Shared-Ride program is a door-to-door, advance-reservation, ride-sharing service, offered to senior citizens 65 years of age and residents of Philadelphia. This service can be used to travel within the City of Philadelphia and to any location in the surrounding counties within three miles of the City's border. Pennsylvania's Lottery Fund contributes to the cost of operating this program.

Silverliner - A multiple unit self-propelled railroad passenger car, powered by electricity collected from overhead catenary wires. The Silverliner fleet was acquired over time and currently consists of two vehicle types—Silverliner IV and V. These railroad cars feature stainless steel construction and represent the majority of SEPTA's railroad fleet.

Streetcar - See "Trolley"

Subsidy - Funds received from another source that are used to cover the cost of a service or program that is not self-supporting.

Subway-Surface Lines - A combination of five trolley lines serving various neighborhoods in West Philadelphia or nearby suburban communities above ground, reaching Center City Philadelphia through a subway tunnel partially shared with the Market-Frankford Line.

Surplus - The amount by which revenue and subsidy exceeds total expenses during a given accounting period.

T

Total Vehicle Miles - The sum of all miles operating by passenger vehicles, including mileage when no passengers are carried.

Trackless Trolley - See “Trolleybus”

Trapeze - Software utilized by SEPTA for scheduling and management of transportation operations.

Trolley - A powered rail car, usually driven by electric power drawn from overhead wires via a trolley pole or pantograph. The vehicle usually operates on shared rights-of-way. Also known as “trolley car,” “streetcar” and “light rail car”.

Trolleybus - An electric, rubber-tired transit vehicle, manually steered, propelled by a motor drawing current through overhead wires from a central power source not on board the vehicle. Also known locally as “Trackless Trolley”.

V

VERITAS - Authority’s Customer Relations Management (CRM) program